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THE NATIONAL PROVISIONER

The Magazine of the Meat Packing and Allied Industries

Silver Anniversary
CONVENTION
NUMBER
October 25, 1930

INSTITUTE OF AMERICAN MEAT PACKERS

Juality MACHINES For producing QUALITY SAUSAGE at least cost!



"BUFFALO"
Meat Grinder



"BUFFALO" Air Stuffer



"BUFFALO" Meat Mixer



TRUNZ—"BUFFALO"
Bias Bacon Slicer

(Right)
The New "BUFFALO"
Fat Cutter



SCHONLAND Patented Casing Puller



Buffalo

POR 62 years "BUFFALO" Machines have been serving sausage manufacturers throughout the world in the production of quality products at least possible cost.

They have kept pace with modern improvements in the Industry; in many cases pioneering with new ideas for saving time and labor and lowering overhead.

Today's line of improved "BUFFALO" Machines is the last word in speedy, efficient, cost-reducing equipment; acknowledged by leaders everywhere as essential in turning out the highest grade sausage.

Complete facts and convincing reasons for *BUFFALO" supremacy in the field of quality sausage machines will gladly be furnished upon request.

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JOHN E. SMITH'S SONS COMPANY

50 Broadway, Buffalo, N. Y. BRANCHES: 4201 S. Halsted St., Chicago, III. London, Eng.; Melbourne, Australia.



"BUFFALO" Self-Emptying Silent Cutter

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The Story of Gears, Garters and Grief

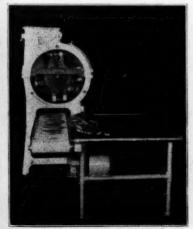
A True Account of Modern Day Pioneering That Will Make Packingplant History

struggle to benefit meat packers, a business battle beset by hazards and handicaps almost unbelievable, requiring stamina and singleness of purpose seldom found in this modern day. Your reporter in gathering the facts and talking with the principals in the enterprise, marveled constantly that a much needed service, linking sausages by machine, should be faced with such tremendous obstacles, and that men could be found who would carry on in spite of overwhelming odds, men with the courage and conviction to devote untiring years and personal fortunes to a task discouraging at every turn, with the rewards small and at best uncertain.

Birth of the Automatic Linker.

It was indeed a queer looking machine, appearing for all the world like an invention of the notorious Prof. Lucifer G. Butts. It consisted of many gears, wheels, bicycle chains-yes, even sections cut from men's garters were used in its construction. It was brought into the office of Henry Cohn in New York just two days before Christmas in 1923. And what a Christmas present for Mr. Cohn!

The inventor, a sausage maker employed by Otto Stahl, insisted that this hodge-podge of odds and ends would link sausages. More because he won-



THE SECOND AUTOMATIC LINKER.

This is the story of a great dered how this could be possible than for any other reason, Mr. Cohn became interested, saying he would like to see sausages actually linked with it. So an appointment was arranged and a few days later in the kitchen of the inventor's home the machine was set up and demonstrated. Much to the surprise of Mr. Cohn, it actually linked sausages!

Launching the Automatic Linker.

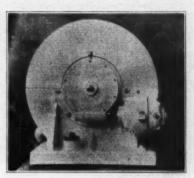
At the time, Mr. Cohn knew nothing of the packing industry. He had just returned from Europe where he was interested in enterprises in the chemical field. He was in fact startled to learn that sausages were actually linked by hand, even though the inventor had assured him this was so. After seeing that it was possible to link sausages by machine, Mr. Cohn began to investigate. He visited packing plants, discussing the matter with men in the industry. He consulted THE NATIONAL PROVISIONER, he spent a great deal of time investigating and was assured by all he saw and heard that a machine which would link sausages at lower cost, and higher speed than the methods then used would be welcomed eagerly by the industry.

He then decided to go ahead with the development of the Automatic Linker. But had he known what it would cost in years of untiring effort, in disappointment after disappointment -that he would dissipate his entire personal fortune with still no reward in sight-you may be certain that the industry today would still be without the Automatic Linker.

Original Model Entirely Redesigned.

The original machine in addition to being very crude was obviously of poor design. To begin with, Mr. Cohn saw at once that it had insufficient production capacity and would have to be entirely redesigned and rebuilt. This he set out to do and it was more than a year later before the first Automatic Linker was completed. The rotary principle was applied which permitted much greater capacity. But every part had to be hand made which was slow, discouraging work. But at last, in October, 1924, the machine was ready for trial.

Cooperation of Packers.



THE FIRST AUTOMATIC LINKER.

was secured from packers which seemed encouraging to Mr. Cohn, for it appeared that once the mechanical details had been perfected, sailing would be smooth. How far this was from the truth will be seen as we go along. But it was just as well that the facts remained obscured, for even now, further development might have been discouraged and machine linking lost to pack-

But back to the first model of the Automatic Linker. This machine was taken from plant to plant in New York and vicinity for demonstration. After each demonstration it was disassembled. placed in a taxicab and carried to the next plant. Each time it required a full day to put it together, another to take it apart.

First Machine a Disappointment.

As a result of these experiments, it was learned that a number of problems still had to be overcome. In the first place, a feeding device was required which would permit the use of wide and narrow casings and yet produce franks of uniform size. Also some method to prevent franks from unlinking was needed. Then too, the machine had to be made more accessible in order to permit changing and cleaning parts. It became evident that rapid linking produced another problem, that of picking up the franks.

To solve these problems, a second and entirely new machine was designed and built. This will be seen by comparing the pictures of the first and second Automatic Linker. It was much simpler, more accessible and a belt conveyor and table were added. This machine was started in March, 1925, and From the start splendid cooperation after many setbacks and discouragements finally completed in January, 1926

By this time, Mr. Cohn had reached a crisis. He had arrived at the point where his determination to build a machine that would perform properly was stronger than ever-and the point where his personal fortune was rapidly dwindling away to nothing. Discouragement and failure, singularly enough, merely created new ambition and energy to urge him on.

At this time, Mr. Geo. A. Schmidt, then treasurer of Otto Stahl, Inc., since made president of Stahl-Meyer, Inc., gave strong encouragement to Mr. Cohn, urging him to continue his work and backing up his judgment of the man and the machine by advancing substantial sums for continued experiments, without security or definite assurance that a successful machine would ever be produced. Mr. Cohn states he can never forget that this whole-hearted action on the part of Mr. Geo. A. Schmidt was the first stepping stone toward his success.

This second machine after being placed in the plant of a New York packer, still had many weaknesses. There was much breakage and sizes were not uniform. Even the conveyor belt would not stand up under constant use. But the biggest stumbling block was the design of a feeding device which would work properly.

Fate Takes a Hand.

It was at this stage in the development of the Automatic Linker that



TWO LATEST MODELS IN OPERATION AT THE PLANT OF ARMOUR AND CO. IN JERSEY CITY, N. J.

ing to the door of Mr. Merritt G. Perkins, a well known eastern banker and industrial leader. Among his interests was a firm of engineers which specialized in the design of special equipment and machinery. As we have seen, Mr. Cohn had reached the point where the cost of the experiments so far had brought into sight the end of available funds. Further experiments had to be definitely limited. He therefore made

fate took a hand in the matter by lead- arrangements with Mr. Perkins to complete the development of the automatic feeding device. Mr. Perkins had enough faith in his own organization to agree to produce a feeding device that would work properly or receive no pay for it. Credit for the actual design of this clever device goes to Mr. L. W. G. Flynt, a consulting engineer of wide reputation.

> While work on the feeding device was going ahead, the entire machine was simplified and again rebuilt, a sheet metal conveyor was constructed that worked perfectly. All this took time and it was not until April, 1927, that the third machine was completed and ready for trial. Still further improvements took until October of the same vear.

> With this machine, one year was spent experimenting in the plant of A. Fink & Sons, Inc., Newark, N. J. Mr. E. G. Hinton, recently elected president of this concern offered complete cooperation. From the time he saw the very first model of the Automatic Linker, Mr. Hinton was very much interested and eagerly assisted by making the facilities of his plant available for experiments.

At last! A machine that worked, and worked properly. After years of constant effort, after years of failure upon failure, disappointment after disappointment, after expending a fortune in perfecting the machine, it seemed that now troubles were over. The machine was ready, it would do the work perfectly, it would save packers much



LINKING FRANKS AT THE RATH PACKING CO. PLANT, WATERLOO, IOWA.

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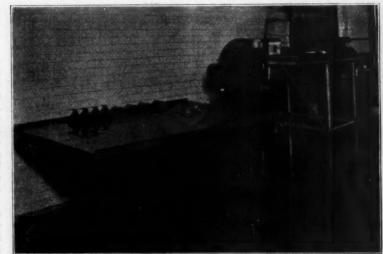
money, it was greatly needed by the industry. Troubles were surely over. But were they? We shall see.

New Problems.

After nine months of successful operation in the Fink plant orders were taken from eastern packers. Soon letters of recommendation began to come in. Things began to look brighter. Then came more trouble, in full measure and from an unexpected source. It proved to be the most stubborn obstacle of all to remove. Can you guess what it was? The determination of employees in the packing plant to prevent the machine from working properly!

Having great faith in the machine after spending a fortune and many years in perfecting it, Mr. Cohn placed every machine in the packing plant on trial. In plants where labor was under strict control and supervision, the machines promptly sold themselves. In plants where other conditions prevailed, due to deliberate improper operation of the machine and in some cases actual sabotage, adverse reports were re-Knowing that the machine would do the work at a great saving to the packer if given a fair trial, only one course was open. It became necessary to have his own service men install each machine, train the operators, and acquaint plant engineers with its construction and operation.

This procedure began to clear up the situation, but it was slow and costly. To add more straws to an already overburdened back, it soon developed that in spite of all previous evidence to the contrary, terrific sales resistance existed out in the field. This was due to a disinclination on the part of the packer to believe that any machine could possibly do the work. The industry was just not linker-minded. This has ever been the story, just as it



AUTOMATIC LINKER No. 8. THIS WAS THE FIRST COMPLETE MACHINE, INSTALLED AT A. FINK & SONS, INC., NEWARK, N. J.

steam boat, with Bell and his telephone. service or machine in the world must world will beat a path to the door of the man who invents a better mouse trap, very few men have the time, pahappen.

Company Reorganized.

When it was known that strong selling and educational effort was necessary to introduce the Automatic Linker, fresh capital was required. Accordingly, a reorganization took place. Mr. Perkins, who had great faith in both the machine and Mr. Cohn, became financially interested. It is remarkable to note that his only security was the faith he so substantially displayed from the beginning. Mr. Cohn was elected president and general manager, Mr. Perkins made treasurer, and Mr. Hans

was at the start with Fulton and his Jacobson made secretary. Mr. R. M. Perkins, son of the senior Perkins, took It proved again that even the best over the production end of the business with the title of production manager. be sold. While it may be true that the Later he beame a director in the company.

The importance of the part played in the development of the Automatic tience or money to wait for this to Linker by the senior Mr. Perkins can not be overemphasized. Not only did he put very substantial sums of money into the company at a time when it had behind it nothing but a series of failures, but he also lent strong spiritual encouragement and moral support to Mr. Cohn at a time when things looked darkest. Without his assistance. the Automatic Linker would have died a sudden death and have passed into that dead world of "it was also tried."

Meanwhile, independent packers began to adopt the Automatic Linker and improvements and refinements were built into the machine. Here it is well



(Left) CORNER OF ASSEMBLING SHOP. (Right) VIEW OF MACHINE SHOP.

to mention a policy that has done a great deal to create satisfied customers and good friends in the industry. Every new improvement was placed on all machines already sold at absolutely no cost. This generous policy is still in force and insures every purchaser that his machine will be always up to date. Another policy that protects the packer's investment is the broad 12 months guarantee under which every Automatic Linker is sold, after first being placed in the plant on trial.

The latest Automatic Linker, Number 4, in actual operation is shown in photographs reproduced in this article. One in the Rath Packing Co. plant at Waterloo, Iowa; two at the plant of Armour and Co., in Jersey City, N. J.

In developing the machine, interchangeable rotors were designed to per-



HANS JACOBSON, Secretary.

mit linking franks of different lengths. The present machine links franks in 3½", 4", 5", 6", and 7" sizes. Contrary to hand linking, smaller sizes cost less to produce than the larger sizes. Production ranges from 10,000 to 19,000 links per hour, depending on the length, irrespective of the diameter which is taken care of by the automatic feed device. Improvements have included the use of monel metal on all parts that come in contact with meat. This makes for long life and reduces cleaning time to the minimum.

Industry Accepts Idea.

Gradually the industry came to accept the idea of machine linking. This was the result of constant selling and advertising effort by the Automatic



MERRITT G. PERKINS, Treasurer.

Linker, Inc. However, pioneering is always attended by difficulties. In this case, as the market for linking machines widened, competition came into the field, with smaller, lighter machines priced lower. However, the long years of experimentation and the experience gained thereby has stood the Automatic Linker, Inc., in good stead. The machines operating successfully in the industry today appear to be, almost without exception, Automatic Linkers, the product of the pioneers.

Plant and production facilities, under the capable direction of Mr. R. M. Parkins, have kept pace with the development of the Automatic Linker itself. Today ample facilities are provided to produce the machine in volume and the



HENRY COHN, President.

plant occupies considerable floor area, as shown by the accompanying views of the interior.

Looking at the latest, shiny, handsome model of the Automatic Linker today and watching it perform accurately, steadily and rapidly, one can scarcely realize that seven long years were required to bring it to its present state of perfection. It is almost bevond reason to believe that it is the child of adversity, standing on a foundation of disappointment and failure. discouraging enough to make all but the strongest falter and give up. Now we find progressive firms everywhere using and adopting the Automatic Linker. After all that has gone before, this is gratifying to observe. It has been a long, hard, uphill grind, but the crest has been reached at last.



R. M. PERKINS, Plant and Production Manager.

There has not been enough room in this article to mention all those packers who have contributed to the success of the Automatic Linker, but among the staunchest friends and supporters of the enterprise is Mr. Frank Firor, president of Adolf Gobel, Inc. His concern now has eight of these Cohn Automatic Linkers in use.

As a poet once said: Every dark cloud has a silver lining. The packing industry today realizes that something new and better has taken its place in the sun. And how gratifying and what a sense of satisfaction it must be to those pioneering spirits who from the beginning said, "It can and will be done"—now to be able to say "It has been done!"

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WEST CARROLLTON GENUINE VEGETABLE PARCHMENT

There is no Substitute for Genuine Vegetable Parchment

Here are advantages in a meat wrapper possible in no substitute. Odorless and tasteless, grease, dirt and germproof, insoluble in water, easily unwrapped-permitting any unused portion to be re-wrapped, easily printed, here is the ideal material to offer perfect sanitary protection and sales appeal

The West Carrollton Parchment Co.

West Carrollton / Ohio

Our 34th Year Serving the Food Industry

SAVE WAYS

with ---

CALVEG



VEGETABLE FLAKES and

- 1. SAVE TIME . . .
 - CALVEG Vegetable Powders and Flakes are always ready for instant use without any preliminary preparation.
- 2. SAVE TROUBLE . . .

CALVEG Vegetable Powders and Flakes save the trouble of washing, peeling, chopping and grinding. They are consistently uniform and results are always the same.

3. SAVE MONEY . . .

CALVEG prices do not vary with the seasons or with crop conditions. When you buy CALVEG powders you buy concentrated, 100% useable vegetables—not water!

4. SAVE WASTE . . .

CALVEG Vegetable Powders and Flakes eliminate waste from careless peeling, sprouting and spoilage. They are 100% useable!

5. SAVE SPOILAGE ...

CALVEG Vegetable Powders and Flakes keep indefinitely. You can buy in economical quantities without waste.

6. SAVE HANDLING . . .

CALVEG Vegetable Powders and Flakes do not require any preparation. There is no handling of sacks and crates—no handling of the vegetables.

7. SAVE SPACE . . .

CALVEG Vegetable Powders and Flakes are concentrated and require practically no storage space. The cans can be stored away on shelves until needed.

OUR NEAREST BROKER CAN SERVE YOU

NEW YORK: Knickerbocker Mills Co., 196 Chambers St.

BOSTON: D. & L. Slade Co.

DETROIT: Stewart Brokerage Co.

CHICAGO:

Sokol & Co., 241 E. Illinois St.

MINNEAPOLIS:

Dodgson Brokerage Co.

ST. LOUIS: Nolte Brokerage Co. CINCINNATI:

Nicholas J. Janson Co.

SAN FRANCISCO:

Tiedemann & McMorran

MacLaren - Wright Ltd., Toronto, Ontario 30.

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POWDERS in sausage, meatloaf and other specialties . . . !

CALVEG Vegetable Flakes and Powders are 100% field-ripened vegetables with only the water removed, leaving all the original color, and potent flavor of the fresh product intact. Think what this means in your business!

Take the CALVEG Garlic, Onion and Chili powders for example. Think of the convenience of having these three seasonings always available at a moment's notice without preliminary peeling, chopping and grinding! Think of being able to absolutely control the flavor of your products... of having them of constantly uniform flavor...each pound of sausage exactly the same flavor as every other! As you know, you're bound to get variations of flavor and potency from fresh garlic and onions, depending on the district where they are grown and on their varying moisture content. This big problem is entirely solved by the use of CALVEG Powders, since the moisture is entirely removed and the remaining powder is of consistent uniformity.

CALVEG Pimiento Flakes are 100% pure field-rip-

ened pimiento in flake form. They are far superior in every way to pimiento in the usual form.

CALVEG Vegetable Meat Loaf Mixture is an assortment of 6 delicious vegetables. Added to your regular meat loaf, it makes a deliciously different specialty which will bring you new business. The brightly colored bits of vegetable add to the appetizing appearance of the meat loaf and the delicious fresh flavor of the vegetables improve the taste.

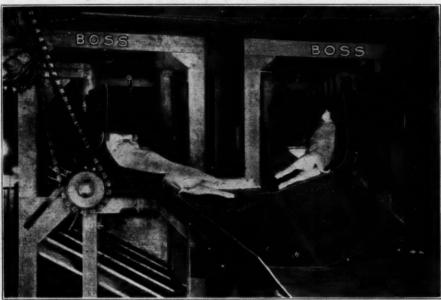
Another CALVEG product is Green Bell-pepper Flakes which have a rich olive-green color and an intriguing flavor. They take the place of pistachio nuts at 1/6 the cost.

Place a trial order now for these CALVEG products—they will more than pay their way in actual savings.

California Vegetable Products Corp. Burbank, (L. A. County), California

THE "BOSS" LEAVES NO REGRETS!

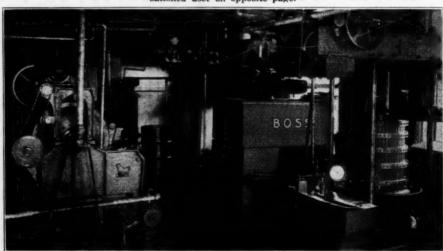
"BOSS" TWIN U SUPER 8 HOG DEHAIRERS, shown below, were recently installed in the plant of Adolf Gobel, Inc., New York City, N. Y.



The successful operation of these machines again substantiates that "BOSS" Dehairers clean hogs the fastest, the cleanest and the cheapest. Their enormous saving is an item well worth the consideration of all hog slaughterers.

USE THE "BOSS" AND SAVE THE LOSS!

"BOSS" PRIME LARD RENDERING OUTFIT installed in the plant of The Provision Co., Columbus, Ga. It consists of "BOSS" Cooker, Receiver, Crackling Press, Filter Press and Lard Roll. See testimonial from the satisfied user on opposite page.



High Class Family Lard, sweetest in flavor and lightest in color, is most safely and economically produced by the "BOSS" Prime Dry Rendering Method as are also tallow and grease from inedible materials, bringing top market prices. By using low internal pressure, carbonization of the product is avoided and these wonderful results assured.

Consult us for most practical Layouts

The Cincinnati Butchers' Supply Company

3907-11 S. Halsted St., Mfr. "BOSS" Machines for Killing, 1972-2008 Central Ave., Chicago, Illinois

Sausage Making, Rendering

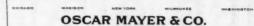
Cincinnati, Ohio

Clever Unloading Device Attracts Leaders of Industry

The rapid growth of "BOSS" popularity proves our contention that simplicity and efficiency will win over price in the end.

Thinking, progressive packers are installing "BOSS" Equipment, built by the oldest firm of its kind in the industry.

Meat is instantly and completely





CHICAGO Cot. 10.1930.

The Cincinnati Butchers' Supply Co., 1972 Central Avenue, Cincinnati, Ohio.

Gentlemen: -

-ATTENTION: Mr. John J. Dupos. Jr .-

During the past year we have installed in our plants one of your largest size "BOSS" outters with Unloader, and a medium size seven knife machine. Both of these machines have given us uninterrupted service since they were put into operatiom. They do quick excellent work, and the olever unloading device is a nost valu-able feature.

Sincerely vonra. OSCAR MAYER & CO. Ocarg. Wayer



"BOSS" Grinders Mixers and Stuffers Win on Superior Merits

GRATIFYING RECOMMENDATIONS from SATISFIED CUSTOMERS

Edible Rendering

THE PROVISION COMPANY, INC.

MEATS AND SAUSAGE

COLUMBUS. GA. 0et. 4, 1930

The Cincinnati Butchers' Supply Co., Cincinnati, Ohio.

ATTENTION MR. C. A. SCHTING.

We are pleased to advise that we have been operating the Boss Prime Dry Rendering System, also the Boss Lard Cooling Roll in our edible department for approximately ten months. We are highly pleased with the splendid flavor of our lard and the simple operation of this equipment.

Your system makes good on all you claim for it. You are at liberty to refer any prospect to us. We will take pleasure in explaining the simplicity and superior

Yours truly.

THE PROVISION CO. Inc.

merits of your equipment.

By Ishange Pros.

Inedible Rendering

WEST SIDE PACKING PLANT

PACKERS OF

Fresh and Smoked Meats and Sausages

HAMILTON, OHIO

Aug. 26th, 1930.

The Cincinnati Butchers' Supply Co., Cincinnati, Ohio.

Provs 1268-X

The "BOSS" Dry Rendering Equipment for Offal which I bought from you and which consists of 4 x 7 Gooker, the new style press and the little Diamond Hog and Washer Combination, is just what your representative said it would be and we are very much satisfied.

Having operated the equipment for several months, I can emphatically say that the results obtained from recovery has been a revelation at our plant and the quality of finished product, in our opinion, cannot be improved upon.

I shall be glad to show our equipment to any one interested at any time and further recommend the "BOSS" Prime Dry Rendering Equipment as being the simplest of any to operate.

Yours very truly,

JOE VESSELY PACKING COMPANY

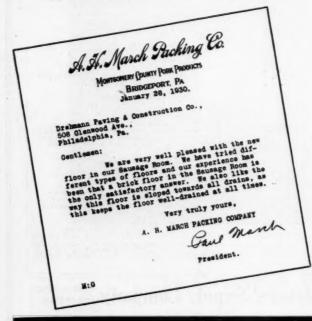
Chicago, Illinois

The Cincinnati Butchers' Supply Company

Cincinnati, Ohio

THE QUALITY-PROVEN





Cannot Harm DURATYLE

Water, grease and acid, incident to all packinghouse operations, cannot harm DURATYLE in any way. These corrosive agencies present a distressing problem in packinghouse floor installations, but with DURATYLE these difficulties are done away with. Water, undermining ordinary floors and weakening foundations, has no effect on DURATYLE. Grease, becoming imbedded in the ordinary porous floor, presents a serious cleaning difficulty. DURATYLE is grease proof. Acid, pitting floors and creating dirt and refuse pockets, creates foul odors so detrimental to sanitation. DURATYLE is unaffected by acids.

PACKINGHOUSE FLOOR

Good looking Durable too

DURATYLE floors, so good looking and so easy to keep that way, are also the most durable floors for packing plants. DURATYLE presents an appearance unequalled by any other floor, and at the same time is chip and crack proof, doing away with early replacement, always necessary in the ordinary floor.



DREHMANN PAVING & CONST. CO. 508 Glenwood Ave., Philadelphia

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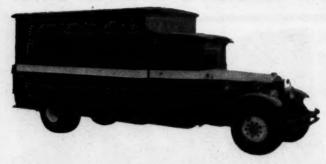
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DURATYLE floors, chip proof, crack proof, impervious to water, and unaffected by grease and acid, is the ideal packinghouse floor. DURATYLE will solve your floor problem as it has done for many others. Packers are realizing more and more the necessity of good floors, and are turning to DURATYLE for the solution to their floor problem. You should do the same. Write today for further particulars. Ask for our booklet, "Better Floors."



These 4 Results Explain



27 Companies Now Use "DRY-ICE" Trucks for their Sales-Building Power

These companies are no fonder than any of adding unprofitable expense. They use "DRY-ICE" trucks and are ordering more because they have found that delivering superior product is winning them business hand over fist. And the over-all cost is no greater than with older methods of handling perishable products.



35 to 60 pound sizes keep most perishable

products perfect on 48-hour carries, even

in summer. Light weight cuts express

charges, makes handling easy.

"DRY-ICE" L. C. L. Packs Cut Shipping Costs 17% on Refrigerated Shipments of Perishable Products

Thousands of shipments by a "Big 5" packer and other companies have proved the value of "DRY-ICE" barrel and carton shipping beyond question. Customers demand it not only for perfect product but because shipments are lighter, cleaner, easier to handle and store. As effective in winning out-of-town business on meat and dairy specialties as refrigerator cars were in building modern meat packing.



This barrel, cut open to show the pack, shows how practically the entire barrel is filled with 150 to 200 pounds of product. Made of standard low-cost materials. No skill needed—any worker learns how in a few minutes.

6 Typical Successes Tell What "DRY-ICE" Can Do for You

After a thorough trial of



When we installed "DRY-ICE" trucks last spring, we advised the trade our product would arrive 15° colder than formerly with every pound in perfect condition. The sales response was so gratifying that the slight cost of the "DRY-ICE" is negligible in comparison.

KRAMER BROS., Inc., New York City

"DRY-ICE," we wonder how anyone shipping perishable goods can do without it. We used it in all our shipments to Florida and Southern resorts last winter, and during the past hot summer found it absolutely indispensable on all out of town deliveries.

SAYLES, ZAHN CO., New York City



We converted our fleet to "DRY-ICE" last spring. The merchandising benefit derived, through customer recognition that our product was in every way superior, was so unmistakable that we consider this one of the most satisfactory developments we have made in our business.

CUNNINGHAM BROS., Inc., New York City



We found such a marked improvement in the quality of our product over that delivered in our other water iced trucks that we are converting our entire fleet to "DRY-ICE" refrigeration. Improvement in sales and complete elimination of all spoilage make the change a highly profitable one for us.

STROHMEIER PROVISION CO., Inc., Hoboken, N. J. For nearly a year we have been shipping meat, poultry, and game in "DRY-ICE" barrels to our hotel, club, and restaurant trade from Virginia to Georgia inclusive. The superior quality of product and freedom from all spoilage under "DRY-ICE" delivery more than pays for itself in the sales advantages it gives us.

OTTMAN AND CO., Inc., New York City



Daily, since June. 1929, I have been operating "DRY-ICE" refrigerated meat trucks carrying approximately 32 items of sausage, cooked meats. Operating at times 17 trucks a day since I started to use "DRY-ICE." I have not lost one pound through spoilage in transit.

CHRIS SCHMIDT, Detroit, Mich.

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Why the Meat Industry Increased Its Use of "DRY-ICE" 900% this Year

1 Takes Summer Slump from Sausage Sales Curve

New ability to transport sausage with "DRY-ICE" in all weather on 2 and 3 day carries is building sales for 20 firms in Chicago, Minneapolis, and elsewhere-their tested methods now available for you.

Ends Trimming Discolored Ends, Letting Retailer Sell Entire Cut—Retailers 2. Now Demand this Economy

Dealers everywhere are learning that "DRY-ICE" delivery ends waste and gives them fresher meat that sells faster. Be first in your market with this new-way delivery that boosts sales through your present outlets and wins you ever more retailers.

Delivers Centrally Packaged Fresh or Frozen Product in Perfect Condi-3. tion, Even in Summer

Outstanding successes won by H. C. Bohack Co., Inc., of Brooklyn, Indianapolis Abattoir, and others prove that "DRY-ICE" solves the problem of transporting and storing products in these rapidly growing fields of meat merchandising.

Ends Allowances for Spoilage and Discoloration - Insures Top Prices in All Markets

> One packer has abolished allowances of 1/4c to 1c a pound on fresh pork into New York for more than a year with "DRY-ICE." A mid-western transport operator had virtually no bad condition claims on a 17-million pound business carried in "DRY-ICE" trucks. Users acclaim as the best assurance they've found of fast sales at top prices when meat must be transported.

It costs nothing to have a "DRY-ICE" representative explain exactly how these results have been secured. Send today for detailed information!

DRYICE CORPORATION OF AMERICA

52 Vanderbilt Avenue

New York City

These Branches in 26 Cities Provide Nationwide Service-

ALBANY ATLANTA BALTIMORE BOSTON CHICAGO CINCINNATI

CLEVELAND DENVER DETROIT "DRY-ICE" is the trade-mark for solidified carbon dioxide produced or licensed by the Drylce Corporation of America, and for various kinds of equipment produced or licensed by the Drylce Equipment Corporation, for use in connection with such carbon dioxide. The above inventions are protected by patents issued or pending.

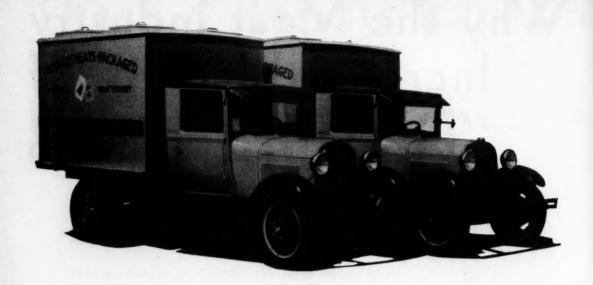
ELIZABETH HARRISBURG JACKSONVILLE

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BUILT TO SPECIFICATIONS FOR THE HYGRADE FOOD PRODUCTS CORP. OF BROOKLYN, N. Y.

This body delivers packaged meats under ideal temperatures and in perfect condition.

A letter stating your problem will receive prompt attention.

JOHN J. GR 21st ST. AND NORTH PHILA

ZERO BODIES

GIVE YOU THESE ADVANTAGES

- LOWER OPERATING COSTS—Due to efficiency of body, loss because of trimming and regrading of returned meats is eliminated.
- 2. UNIFORM TEMPERATURES—Using Kold Kans, Solid CO₂ (Dry Ice), Wet Ice, Mechanical, or Icefin as the means of refrigeration.
- 3. CLEANLINESS—Metal lined, easy to clean and keep clean. No dampness or condensation to contend with.
- 4. SALES APPEAL—Your product delivered refrigerated has a more enthusiastic market.
- 5. INCREASED PRESTIGE—A natural result of your efforts to deliver your product in perfect condition.

OTHE CORP.

GODFREY AVE.

D

A

DELPHIA, PA.

Annual Saving of \$1800 and Production Increase of 7%—on an Investment of Less Than \$1000

HIS is what one prominent packer has accomplished with the aid of a SANDVIK STEEL BELT CONVEYOR, a return of 180% on the original investment. Perhaps this is an unusual case but there are many instances where STEEL BELT CONVEYORS are doing their share to increase profits.

Aside from greater efficiency to be derived from labor saving equipment, a STEEL BELT CON-VEYOR is the ultimate in simplicity and sanitation. As trimming floor conveyors, and for handling lard and various other food products, they have proved their absolute dependability.

Why not investigate the possibilities of effecting worthwhile savings in your plant with the aid of SANDVIK STEEL BELT CONVEYORS?

Send for complete engineering Catalog No. 30.



The Procter & Gamble Mfg. Co. at Port Ivory, S. I., N. Y., use seven SANDVIK STEEL BELT CONVEYORS to handle "Crisco" from filling to labeling machines.



Two SANDVIK STEEL BELT CONVEYOR TABLES for packing sliced bacon used by Adolf Gobel, Inc., Manhattan Division,



One of several SANDVIK STEEL BELT CONVEYORS on trimming floor in plant of prominent packer.

A Few Users of SANDVIK Steel Belt Conveyors

Albany Packing Co.
American Sugar Refining Co.
Armour and Company
Beech Nut Packing Co.
H. C. Bohack Co.
Adolf Gobel, Inc.
Great A. & P. Tea Co.

Hershey Chocolate Corp. Hygrade Food Products Co. Oscar Mayer & Co. John Morrell & Co. National Sugar Refining Co. Postum Company Procter & Gamble Co.

Royal Baking Powder Co. Savannah Sugar Refining Co.
T. M. Sinclair & Co.
Southern Cotton Oil Co.
St. Louis Independent Packing Co. Swift & Comrany

SANDVIK CONVEYOR MANUFACTURING CO.

Incorporated

21-23 AMSTERDAM ST.,

NEWARK, N. J.

Chicago Office-180 North Michigan Ave. Representatives in principal cities



We Carry the LARGEST and Most COMPLETE STOCK of All Different Makes and Styles of

GRINDER PLATES and KNIVES

Domestic and standard plates and knives from the smallest to the largest size, Imported German Seel-bach plates and knives.

The

FAMOUS SUPERIOR No. 6 REVERSIBLE ANGLE HOLE PLATES and KNIVES

ALL of the LARGE PACKERS in THE WORLD and most all the leading ausage makers of this and foreign countries have adopted the Superior No. 6 plates and knives as STANDARD EQUIPMENT.

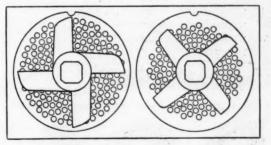


Send for information and price list. MODERNIZE and SAVE. Do you realize that the SAVINGS effected through REPLACE-MENT of OBSOLETE or WORN-OUT EQUIPMENT can be MADE to PAY LARGE DIVIDENDS.

The New Superior No. 6 Knife and Plate

Note—Difference in the increased cutting surface





Old Standard Size Plate and Knife



If not Satisfactory after 10 Days' Trial Money Will Be Refunded

THE SPECIALTY MANUFACTURERS' SALES CO.

Represented by Chas. W. Dieckmann

MAIN OFFICE, 2021 GRACE STREET, CHICAGO

HE WEIGH

NIROSTA METAL PROVIDES MAXIMUM DUCTILITY AND RESISTANCE—ONLY OBTAINABLE WHEN PROCESSED UNDER KRUPP NIROSTA PATENTS BY THESE LICENSEES.

THE BABCOCK & WILCOX TUBE BACON & MATHESON FORGE CO. CRUCIBLE STEEL CO. OF AMERICA DETROIT SEAMLESS STEEL TUBES COMPANY HENRY DISSTON & SONS, INC. DRIVER-HARRIS COMPANY A FINKL & SONS CO. PIRTH-STERLING STEEL COMPANY GLORE STEEL TURES CO. GRIFFIN MANUFACTURING CO. HEPPENSTALL COMPANY LUDLUM STEEL COMPANY LUKENS STEEL COMPANY

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RIS & BAILEY DIVISION. MERICAN STEEL & WIRE CO. THE NEWTON STEEL CO. THE OHIO SEAMLESS TUBE CO. YLVANIA FORGE CORP. PITTSBURGH STEEL COMPANY REPUBLIC STEEL CORPORATION SHARON STEEL HOOP COMPANY SPANG-CHALFANT & CO., INC. THE STANLEY WORKS

SUMMERILL TUBING COMPANY UNION DRAWN STEEL COMPANY THE WALLINGFORD STEPL CO.

CASTING LICENSEES THE CALORIZING COMPANY THE CHAPMAN VALVE MPG. CO. CHROME ALLOY PRODUCTS, INC. CLEVELAND ALLOY PRODUCTS CO. THE DURIRON COMPANY, INC. ELECTRIC STEEL POUNDRY CO. GENERAL ALLOYS COMPANY MICHIANA PRODUCTS CORP. MILLBURY STEEL FOUNDRY CO. MILWAUKEE STEEL FOUNDRY CO. MONARCH FOUNDRY COMPANY PACIFIC FOUNDRY CO., LTD. SHAWINIGAN STAINLESS STEEL & ST. JOSEPH ELEC. STEEL CASTINGS CO. STANDARD ALLOY COMPANY WM. J. SWEET FOUNDRY CO. THE SYMINGTON COMPANY TAYLOR-WHARTON IRON & STEEL CO. TEXAS ELEC. STEEL CASTINGS CO. WARMAN STEEL CASTING CO., LTD. WASHINGTON IRON WORKS THE WEST STEEL CASTING CO.

HE TONNAGE OF NIROSTA

has doubled during the past twelve months. This inspiring progress was made during a notoriously dull metal market.

In a maze of new metals, Nirosta has attracted the united support of the leading alloy steel producers. Forty-nine of them have obtained licenses to produce Nirosta.

The bulk of the nation's electric furnace ingot capacity is now Nirosta licensed.

The cream of America's and Europe's alloy steel experience is serving Nirosta users.

The leading architects of the land have singled out Nirosta for their monumental structures.

The keenest engineering minds have satisfied themselves that under many conditions only Nirosta will withstand corrosion, and that it is the only non-corrosive ferrous metal satisfactorily

drawn, cast, welded and polished at costs altogether within

reason.

THIS LABEL **IDENTIFIES NIROSTA**

BARS-CASTINGS-FORGINGS-PLATES-SHEETS-STRIP-TUBING-WIRE-AND INNUMERABLE FINISHED PRODUCTS THROUGH FABRICATORS



2638 New York Central Building

NIROSTA METAL

On the Top of the Tallest —in the Best of Boilers

CHRYSLER BUILDING

Tons of the new Nirosta Metal were used in constructing the Chrysler Building. The tower, roof, window sashes, elevator doors and ornamental insets are all made of this handsome, rustless metal.

Drawn from single sheets of Nirosta Metal, the new high chrome nickel steel material manufactured in this country under Krupp patents, Nirosta Boilers have permanent lustre, are immune from rust or corrosion, easily cleaned, and stronger than ordinary steel. Equipped with malleable iron bar and ratchets, Nirosta Boilers offer indestructible equipment that will last indefinitely.

Just as the Nirosta Metal tip of the world's tallest building towers over everything in New York, so does the new Adelmann Nirosta Boiler stand out conspicuously from all other similar equipment.

Adelmann boilers, with the yielding spring principle, have long been favorably known to meat packers. When made of this magic modern metal the result is ham boiler PERFECTION.



HAM BOILER CORPORATION

Why are Enterprise Choppers the best known?

Why do most packers even demand Enterprise Choppers?

Why has Enterprise been the leader for more than sixty years?

Is it because it cuts the meat cleaner?

Is it because it gives better service?

Is it because it is the best chopper?

You're right—it is.

Enterprise—the standard make—offers seventy-two different sizes and styles. A letter or wire will bring you all the information and prices. It pays to buy the best in equipment.

The Enterprise Mfg. Co. of Pa., Philadelphia, U.S.A. Oldest and largest manufacturers of meat choppers in the world.

930.

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Present Headquarters of The Globe Company

STEADY CONSISTENT PROGRESS IN THE INTERESTS OF BETTER



SERVICE

The Globe Company has grown steadily from its beginning in 1914 as a small,

one-story frame building to its present capacity of 20,000 square feet. The illustration at the top shows what the present plant looks like after the recent completion of the third addition.

We know that our success depends on our satisfied customers—and our growth, in these brief years of service is a reflection of their confidence in us.

We manufacture a large variety of equipment used in packinghouses and food producers' plants, such as light machinery, tables, trucks, conveyors, etc.

Simple design, durable construction, and quality material are outstanding features of all GLOBE equipment. Whether you deal with us in person or by mail, we want you to feel confident that you may always rely on us to give you the best service at all times.

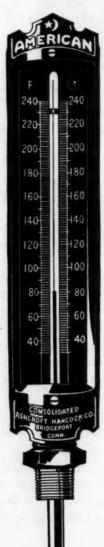
Our 111 page catalog describing the partial GLOBE line is yours for the asking. Write for it.



THE GLOBE CO.—CHICAGO

818-28 West 36th St.—Stock Yards Station

American

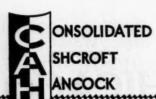


AMERICAN Indicating Thermometers have won high regard in every industry in which the accurate measurement of temperatures is important. Their slightly higher cost is more than justified when it is realized that one spoiled batch of product is worth the price of a dozen of the best thermometers made.

American Indicating Thermometers are accurate and dependable. Monel metal bulb chambers are used for maximum strength and for utmost protection against corrosion. Careful annealing of the glass tubes insures sustained accuracy at high temperatures.

Consolidated Ashcroft Hancock Co., Inc.
Bridgeport, Conn.

Subsidiary of Manning, Maxwell & Moore, Inc.



Specify
Catalogs Desired:

American Dial Thermometers	G-4
American Glass Thermometers	F-4
American Recording Thermometers	H-49
Ashcroft American Gauges	A-49
American Temperature Controllers	R-49

American Recording Gauges	E-49
American Draft Gauges	B-49
American Gauge Testers	D-49
American Tachometers	J-49
Asharaft Bauer Canted Values	44.40

Consolidated American Safe	ty
and Relief Valves	2-4
Hancock Bronze Valves	WB-4
Hancock Cast Steel Valves	WA-4
Harris Carred Charl Mahara	14/ .



Another Expeller Gives Satisfaction

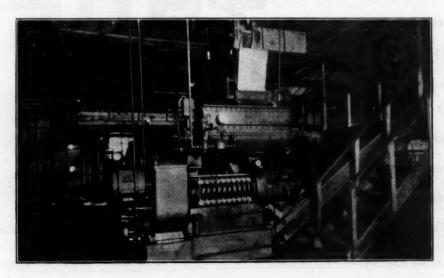
THE above photograph shows the Anderson R. B. Crackling Expeller installation in the plant of the Southwest Reduction Company. You will notice in their letter that the Ex-

peller is giving very good satisfaction and that they are pleased with the installation. This is the general consensus of opinion of all owners of Anderson Crackling Expellers. These people are all pleased with the economies and increased production afforded by this wonderful piece of pressing equipment. Let us suggest

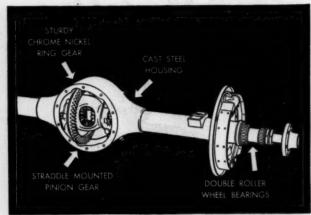
that you send us complete information on your plant and let us give you data and figures showing Expeller savings in your plant.

THE V. D. ANDERSON COMPANY CLEVELAND, OHIO

ANDERSON



Compare .. the full-floating axle



of the new ton

With this more costly full-floating rear axle, shafts transmit power solely—and may be quickly replaced without removal of wheels or use of jack.

SEE THIS NEW DODGE TRUCK.
INSPECT ITS FULL-FLOATING
REAR AXLE . . . INTERNAL
HYDRAULIC 4-WHEEL BRAKES
. . . 48-HORSEPOWER TRUCK
ENGINE . . . 4-SPEED TRANSMISSION . . . AND MANY
OTHER MODERN FEATURES.
BUY IT COMPLETE WITH
STANDARD OR SPECIAL
BODY TO FIT YOUR NEEDS.

DDDGE TRUCK \$595

F. O. B. DETROIT . . . DUAL REAR WHEELS AT SLIGHT EXTRA COST

THE COMPLETE LINE OF DODGE TRUCKS RANGES IN CAPACITIES FROM 1000 POUNDS TO 11,800 POUNDS

SOUTHWARK



the Hardest Service and to give—



Removing cakes of material from a four column curb press.

MAXIMUM EXTRACTION

SEND FOR BULLETIN No. 54



AKRON UNITED BLDG. CHICAGO FISHER BLDG.

Service Now Better than Ever

Operation of the Great Lakes Terminal Warehouse at Detroit was recently taken over by the United States Cold Storage Corporation. This strictly modern, completely equipped plant, located on the Michigan Central Railroad at Wabash and Baker Streets, places us in a position to serve you better than ever. Your Detroit storage account is solicited.

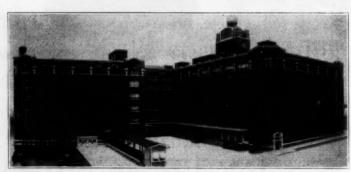


Recently Acquired Plant at Detroit



Main Plant

Chicago, Ill.



Plant at Kansas City. Mo.

Plant being built at Atlanta

Upon the completion of the new plant at Atlanta, Georgia, over 25 million cubic feet of modern fireproof storage space will be available to our clients. We'd like to serve you, and we think you'd like the service.

Complete Facilities

All U. S. plants are well equipped with all modern, up-to-date facilities. This, plus U. S. courteous treatment, prompt service and sincere cooperation means complete satisfaction in all your dealings here. A trial will convince you of the desirability of U. S. service.

Let us work with you.

UNITED STATES COLD STORAGE CORP.

Chicago, Illinois

30

LARGE \cdots and yet light! Hormel's efficient refrigerated bodies



An outstanding semi-trailer truck body. Built by R. H. Gray of Austin, Minn. Dry-Zero insulated.

Like all successful packers, Hormel needs large refrigerated trucks, well insulated to maintain low temperatures, yet light, to allow maximum payloads.

The great semi-trailer pictured above has these three essential qualities. It was built expressly for Hormel by the

R. H. Gray Body Co. of Austin, Minnesota.

For the vitally important insulation, Gray chose Dry-Zero, the most efficient commercial insulant known to Science. Dry-Zero's unique efficiency assures low temperatures and makes

possible a saving in refrigerating costs. At the same time Dry-Zero's light weight—one-seventh that of commercial corkboard—cuts approximately 1300 pounds from the weight of the finished insulated body.

In addition, Dry-Zero's known permanence,

aversion to moisture*, and ease of handling in construction, make it the ideal insulation for truck bodies, shipping cases, display counters, etc.

Our engineers will be glad to furnish complete plans and specifications for all types of insulated truck bodies.

*The Dry-Zero fibre, Ceiba, is used in U. S. Navy life jackets.

ACTUAL WEIGHT

of insulation on a truck body with 300 sq. feet of insulation:

	2-inch Insulation	4-inch Insulation
Dry-Zero (Blanket)	100 lbs.	200 lbs.
Cork Board (Commercial)	600 lbs.	1200 lbs.
Fibre Boards	750 lbs.	1500 lbs.

DRY-ZERO CORPORATION, 130 N. Wells St., Chicago, Illinois

DRY-ZERO

THE MOST EFFICIENT COMMERCIAL INSULANT KNOWN

SANDER COMPOUND MEAT GRINDER

Compound Cut or Single Cut TWO Machines in ONE

Compound Cut The SANDER COMPOUND MEAT GRINDER has two knives and two plates working together to reduce the meat gradually and in ONE operation. With this DOUBLE cut, all the sinews are cut small and clean. The meat is not mashed or squeezed, thus saving all the albumin and juices. The COMPOUND CUT is not a theory, but has been used successfully by leading packers for the past thirty years.

Single Cut The SANDER COMPOUND MEAT GRINDER can be turned into a SINGLE CUTTER in one minute. By inserting a ring (which takes the place of one knife and plate) you have a single cut Grinder. This is used for certain pork products, ham bolognas, salamis, or rough cutting. Our new PORK PLATE makes excellent sausage.

Specifications New Model No. 150 A.—General Electric Motor. Morse or American High Speed Chain. Hyatt Roller Bearings. Bronze Thrust Bearing guaranteed 15 years. Barrel 20" long. Feed Screw suspended on shaft, thus eliminating wear on Barrel ribs, Feed Screw, and Plate bushings. SANDER patented shear cutting knives, with interchangeable blades. Sanitary base. Capacity 9000 lbs. Beef per hour.

Other Sander SANDER COMPOUND MEAT GRINDER No. 50 M. 4000 lbs.

Products per hour capacity. SANDER OLEO or FAT HASHER, with or without steam jacket Barrel. SANDER HEAD CHEESE CUTTER. Motor or belt

SPECIALISTS IN MEAT GRINDERS FOR FIFTY-FIVE YEARS

Established 1875

Sander Mfg. Co. Newark, N. J.

930.

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The JOURDAN PROCESS COOKER



Manufactured under the following Patents by license agreement with ARMOUR & COMPANY: No. 1192802 . . . July 25, 1916 No. 1214392...Jan. 30, 1917 No. 12143°3...Jan, 30, 1917 With William Jourdan No. 1690449...Nov. 6, 1928 Other Patents Pending.

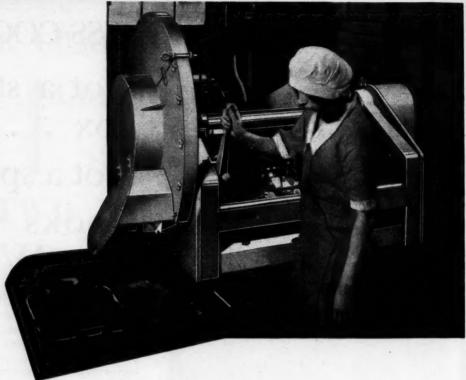
The Jourdan process Cooker cooks with hot water, cooking and coloring at the same time, without handling. It produces a superior product, and pays for itself many times over with savings in shrinkage, coloring, floor space and labor. Why not avail yourself of these savings? It will be to your advantage. Write today.

Every Jourdan User is a Jourdan Booster . . . These are a few of them

Acme Sausas	
Agar Packin	
	Akron, Ohi
	Boston, Mass
	Denver, Cole
	Detroit, Mich
	E. St. Louis, Il
	Ft. Worth, Tex
Armour & C	o Indianapelis, Ind
	Jersey City, N. J
	Milwaukee, Wis
	Oklahoma City, Okla
	Omaha, Nebi
	St. Paul, Minz
	So. St. Joseph, Mc
	Spokane, Wash
Arnold Bros.	Chicago, Il
Batchelder &	Snyder Co Boston, Mass
	Co Cleveland, Ohi
	ision Co Canton, Ohi
	sage Co
Cicero Sausa	ge Co
	Cudahy, Win
Cudahy Bros	Co Detroit. Mich
	Milwaukee, Wir
	king Co Buffalo, N. Y
Danany Paci	
David Davie	s, Inc Columbus, Ohi

Mfd. by William Jourdan and obtainable only from

Jourdan Process Cooker Co., 814-832 W. 20th St., Chicago



SLICING Production Costs for Packers

Years of use in the regular service of principal packers and provisioners have shown the Link-Belt Meat Slicers to be an important factor in keeping down production costs.

This efficient machine is economical to operate and to maintain. It turns out uniform, smoothly-cut slices rapidly and accurately. Moreover, it is safe, fool-proof and requires no specially-skilled attendance.

The Link-Belt Slicer is now made in six models, suited to all types of low-cost slicing. All are daily proving their dependability under actual working conditions. Use their performance records as a guide in selecting your own equipment.

LINK-BELT COMPANY

Leading Manufacturers of

Equipment for Handling Materials Mechanically and for the Positive Transmission of Power CHICAGO, 300 W. Pershing Road INDIANAPOLIS, 200 S. Belmont Ave.

PHILADELPHIA, 2045 West Hunting Park Avenue TORONTO, Eastern Ave. and Leslie St.

SAN FRANCISCO, 400 Paul Avenue Offices in Principal Cities Send for Bulletin B-13 for details on all models



LINK-BELT MEAT SLICERS

PRAGUE SALT

A SMOKED HAM CAN BE CURED BETTER with PRAGUE SALT



Dry Cure Bacon Butts

rs

Rub 4½ to 5½ pounds of "Prague Mixture" into 100 pounds of select, well-chilled bellies; place them down tightly in a regular bacon box. When box is filled, close the lid down tightly and wait for the cure. Room temperature at 38 to 42 degrees will insure a cure on:

4 to 6 lbs. in 7 to 8 days 6 to 8 lbs. in 8 to 10 days 8 to 10 lbs. in 10 to 12 days 10 to 12 lbs. in 12 to 14 days 12 to 16 lbs. in 14 to 16 days

A Perfect Quick Cure for Dry

Cure Bacon

HAMS for SMOKING

An 85 degree Pickle 50 gals. Water 86 lbs. Common Salt 173/4 lbs. Prague Salt 15 lbs. Sugar

A 21-day cure for any size.

SMOKED HAMS

A ham cured with the bone left in the "Prague Salt way" is very simple. The pumping is important. (See Page 12 in Big 7 Booklet.) Use 85 degree pickle, 2 oz. to the pound—at least 1½ oz. to the pound for Standard Cure (pump and cover with same pickle)—you can depend on a day and a half to the pound, with curing cellar temperature 38 to 42. If colder, add a day for a degree to curing time. "Prague Salt" works a dependable cure. Smoke slowly but thoroughly. A dry ham sliced holds the flavor and color. Safe—Practical. -Practical

"Prague Mixture" Consists of: 18 lbs. Common Salt 8 lbs. Sugar 4½ lbs. Prague Salt Rub with Prague Mixture

"BIG BOY"

ELECTRIC POWER PUMP



The old hand pump is out of date. We must learn to do our work better and faster. Easy to use-ask questions.

A SAFE, FAST CURE

Keep your money in transit



SWEET PICKLE BACON

A 65 Degree Mild Pickle Standard Temperature 50 gals. Water 64 lbs. Common Salt 173/4 lbs. Prague Salt 15 lbs. Sugar

A Perfect Cure as Below 4 to 6 lbs. in 3 to 4 days 6 to 8 lbs. in 4 to 5 days 8 to 10 lbs. in 5 days 10 to 12 lbs. in 6 days 12 to 14 lbs. in 7 days Extra heavy in 10 days

Pack loosely, overhaul each third day



Cure Dry or Sweet Pickle Cure

The Griffith Laboratories

1415-1425 West 37th Street

Chicago, Illinois

34

OUR GREASEPROOF JOBS FROM OTHERS



OR PRODUCTS SUCH AS THESE
HERE IS THE INCOMPARABLE AND
TRULY GREASEPROOF PAPER

Snowy white, edoclary, testeless, strong and flexible. Its greese resistant qualities are evidenced by its continued use in America's foremost packing establishments. Its advantages may be yours. May we send generous testing samples?

CREASEPROOF

Parchment

TABLE TO A CANTERD BY MINISTERNOUS PAPER COMPANY, RHINGLANDIS, WISCONSIN

930.

ou'll never fail with NEVERFAIL.

BECAUSE we have when the packers and sansagemakers want and NEED

duct BETTER-that is why we let them know through

nner Bron

MEVERPAIL (trade mark mg. in U.S. Can & Germany), the perfect cure for causage meat han and bucke, and the world renowned seasonings to ail sausage.



To our fr ings and hope t

in remedyoverseas we

ing your troubles.

Makers of the genuine H. J. Mayer Special Frankfurter, Bologna, Pork Sausage (with and without sage), Braunschweiger Liver, Summer (Mettwarst) Chili Con Carne, Rouladen Delicatesson and Wonder Park Sausage Seasonings

NET WEIGHT

6819-23 SO. ASHLAND AVE., CHICAG

Canadian Plant, Winsdor, Canada





SEPARATE YOUR GREASEPROOF JOBS FROM OTHERS

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Obanes Stands Foods Stands

UNEQUATES FOR THESE IMPORTANT USES

List of Operate Secretal State of St. And France Period Desiral Pricing Concess Miscour Straight Man Guille Secretal Secretal

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for chied Frame
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Carlot to

Screening Control Con

Coll Estencia Manch Louves Scancer transplances - come Tople Season Chromos Bord Land Land took topic Recognitional Recognitional Land (michigappenne) Land (michigappenne) Land (michigappenne) U.S. INSPECTED
AND PASSED BY
DEPARTMENT OF
ACRICULTURE.
ESTABLISHMENT
NO. 25

Company Janes

promy write, occurred, removes, alrong and nexible, to grease resistant qualities are a relenced by its continued use in America's foremost gracking entablishments. Its advantages may be yours. May we send generous testing samples?

NET WEIGHT LANGERED OF



Parchment.

MARS AND WERANTESD BY RHINGLANGER PAPER COMPANY, CHINESAWOLE, WE

Lance Brand

ou'll never fail with NEVERFAIL

BECAUSE we have what the cackers and sausagemakers want and NEED to make a good product. FULLER—that is why we let them know through

NEVERFAIL (trade in the reg. in U.S., Can. & Germany), the perfect cure for sausage meat, hum end lacon, and the world renowned seasonings for

convinced. Write today.

THE MAN WHO KNOWS



THE MAN YOU KNOW

To our friends in Canada, Germany, Austria, Switzerland, and Japan we extend greetings and hope to see you at the next convention. To all packers and sausagemakers overseas we extend a cordial invitation to avail yourselves of our facilities in remedying your troubles.

Makers of the genuine H. J. Mayer Special Frankfurter, Bologna, Pork Sausage (with and without sage), Braunschweiger Liver, Summer (Mettwurst) Chili Con Carne, Rouladen Delicatessen and Wonder Pork Sausage Seasonings

H. J. MAYER & SONS CO.

6819-23 SO. ASHLAND AVE., CHICAGO

Canadian Plant, Winsdor, Canada



A

Notable Contribution

to the Vegetable Oil Industry

YELKIN

Contains 80% pure vegetable Lecithin, and 20% refined cocoanut butter. Yelkin is a protective colloid. It therefore has the ability to break down the natural resistance of fat to mix with other ingredients. This property plus its affinity for water renders Yelkin invaluable to the vegetable oil industry.

As little as one quarter of

ONE PERCENT OF YELKIN added to your margarine batch will improve the emulsion—rendering the product more plastic and practically free from separation and sweating . . . For table use, the flavor and spreading qualities are greatly improved . . . For frying, spattering and sticking are practically eliminated . . . For baking, such margarine gives products finer grain, lighter texture and superior keeping qualities . . . Yelkin also contributes material improvements to hard butters and shortenings . . . Write for detailed information and for free, adequate testing sample.

ROSS & ROWE, INC.

Sole Distributors

25 BEAVER STREET

New York City

Give your products this Extra selling point

Use the Purest Salt in the World!

PURITY is such an important factor in the sale of foodstuffs today that you can't afford to everlook any opportunity for making your products purer.

Use Jefferson Island "Old Rip" Salt for curing, flavoring and icing and you can *confidently* tell the world you are using the *purest* salt obtainable.

Mined from the center of an age-old dome of solid rock salt, 910 feet below the surface of the earth, and untouched by human hands from the time it is blasted until it reaches you. That's why Jefferson Island "Old Rip" Salt, by chemical analysis, is 99.9% Sodium Chloride (pure salt) without a trace of impurities.

Crystals of unvarying quality — in any size — ready for immediate shipment direct from our mine. Write for samples and prices.

Address Jefferson Island Salt Co., Incorporated, General Offices, Louisville, Ky., U.S.A., Mines--Jefferson Island, La.

THE PURITY AND CLEARNESS

of the Jefferson Island
"Old Rip" Salt is evidenced by the above
photograph. The
Government analysis
of Jefferson Island
Salt is 99.9% Sodium
Chloride—.098 Calcium Sulphate—
Impurities.

Jefferson Salt Salt

THE container part of the story

outstanding container usually go hand in hand. Building successful packages for customers, counseling with them on design and color—these are jobs the American Can Company is doing constantly for hundreds of manufacturers large and small. The experience, the personnel, equipment and practical knowledge are here to do an outstanding job for you. You will find in Canco containers and services the key to a mutually profitable relationship—and containers that really sell goods.

AMERICAN CAN
COMPANY

"The Shouting and the Tumult Dies, The Captains and the Kings Depart-"

And so another important convention is written into Packing history.

We hope that your attendance gave you many worthwhile ideas and that you gathered from your visit valuable information that will aid you in the months to come.

If you visited the H. P. Smith Paper Company exhibit, you undoubtedly did receive some worthwhile and money-saving ideas on paper purchases.

Two H. P. S. Papers, in particular, proved very interesting to packers—H. P. S. OILED WHITE LOIN PAPER and H. P. S. FREEZERWRAP.

H. P. S. WHITE OILED LOIN PAPER permits the meats to breathe freely, without sweating. It is quality insurance for your meats right to their destination.

H. P. S. FREEZERWRAP protects hams and bellies while they are in the freezer. "Freezer-burns" do not develop when the meats are protected with this sheet.

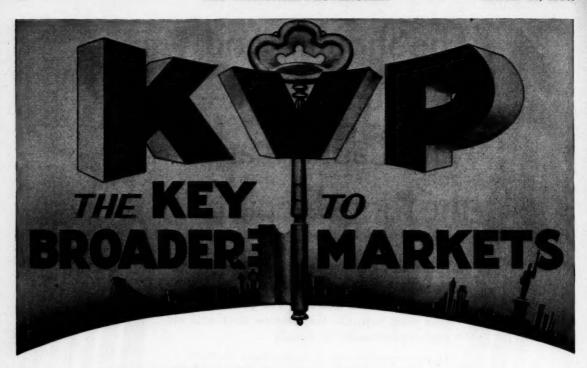
Why not ask us to send you samples of these two sheets, as well as any others you may wish, together with prices on your requirements?

H.P.S.

Oiled and Waxed PACKERS' PAPERS

H. P. Smith Paper Company
1138 West 37th St.

CHICAGO, ILL.



PENING the door to greater world markets through the medium of high quality food protection papers -- this is the important service which it is the privilege of this company to render to the Packing Industry. This service has been made possible through the development of

THREE OUTSTANDING PAPERS FOR PACKERS

KVP GENUINE VEGETABLE PARCHMENT -- still the peer of all papers, after years of Research Laboratory work on food protection papers. Pure White, stronger wet than dry, moisture and grease resistant. The ideal sheet for wrapping fat, greasy or moist products.

KVP NATURAL COLOR WAXED PAPER -- One of the chief uses for which this paper was developed is the prevention of freezer burns. It also preserves the color of the meat, is an exceptionally strong sheet, absolutely free from odors and there is no possible chance for any color getting into the product.

WHITE OILED LOIN PAPER -- A strong heavy, yet flexible sheet developed especially for wrapping fresh pork loins. Picks up the excess moisture from the loins, keeping them fresh, dry and free from leaky joints. It also permits the meat to "breathe" which avoids sweating. It preserves the color, is free from odor and does not cleave to the meat.

However, the versatility and experience of KVP Laboratory experts is at your command for any special Paper which your individual need may require. Do not hesitate to call on us.



KALAMAZOO
VEGETABLE PARCHMENT CO.
KALAMAZOO, MICH

STOCKINETTE BAGS for all Meat Products







ole

as lly

er

Ŝ





5 lb. FRANK BAG

A Book of Information on the Subject of MEAT COVERING



Different packers use STOCKINETTE Meat Coverings in different ways for different purposes. Naturally we are in touch with practically all of the packers in the country. We sell over seventy-five per cent of them.

There is one way that is best of all for using each STOCKINETTE bag. There are certain weights and sizes that are best of all for certain purposes.

The reasons that packers are using STOCK-INETTE bags, how they are best put on, what sizes and weights are best for different uses, all this information we have compiled and put into pamphlet form. We would like to have one of these pamphlets in your hands. They are full of information that is very interesting and we will gladly send you a copy if you will drop us a line or write your name in the margin of this advertisement.

222 West Adams Street, Chicago, III.
Selling Agent

The Adler Underwear and Hosiery Mfg. Co.

packaging is important step in merchandising

meats •



Pretty much everything is sold in a package. It is the custom, and sales depend on it. Meat merchandising has entered this new era, and is getting deeper into it every day.

Competition within and without the industry has brought the need for better meat merchandising and the use of packages to the front. Profits are now dependent on methods used to merchandise the production of the plant.

The Mono Service Co. creates and produces specially-built paper packages particularly suitable for packaging many meat plant products including sausage meat, chili con carne, lard, sweetbreads, casings, frozen fruits and other foods.



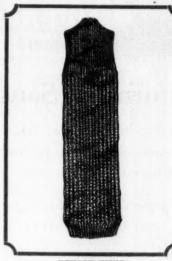
The Package That Sells Its Contents

Mono Service (0.

Our inner knowledge of the meat packers merchandising problems is being used daily by packers who are keen to open up new avenues of sales. We are eager to demonstrate how much we can do to lift some of your products out of their present limited sales circle. Our thoughtful, intelligent specialized package service can be of value to you.

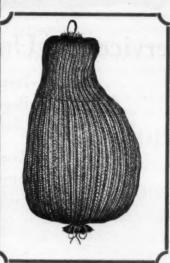
30.

INTRODUCING an entirely new ham stockinette!



BEFORE USING

Notice how carefully this stockinette has been made. A closer knit both top and bottom to assure perfect fitting.



Closely woven at the shank to furnish your hams with an attractive form fitting appearance.

IN USE

AND now, O'Lena presents the new "tailor-made" patented ham stockinette! Every bag individually made and finished with a closer knit to fit over the shank of the ham. These stockinettes not only give your hams better protection but a far neater and more attractive appearance, without in any way changing the O'Lena policy of quality and service at the right price.

Constantly increasing demand has forced us to open an additional factory at 1454 Flushing Ave., Brooklyn, N. Y., thus enabling us to assure prompt delivery. Write today outlining your needs!

ALSO

Beef Bags—Pork Bags
Lamb Bags
Bacon Bags
Veal Bags—Frank Bags
Cattle Wipe—Tubing

O'LENA

KNITTING MILLS, INC.

1464 Flushing Ave., Brooklyn, N. Y., Phone Stagg 0938

SINCE 1858, THE WORLD'S LARGEST MAKERS OF QUALITY BAGS



A Serviceable Uniform for Sausage

Bemis Parchment Lined Sausage Bags cover sausage to perfection -and increase its saleability.

They preserve the sausage against time, atmosphere, dust, and insects.

And they make a most attractive package! The house-wife knows she is getting pure sausage, and she buys the next time by brand -YOUR BRAND, which is attractively printed in colors right on the fabric.

Write for samples and prices.

Use Bemis Meat Bags and Covers for

Bologna Cervelat Pork Sausage Minced Ham Liver Sausage Summer Sausage Luncheon Meat Sandwich Meat -and many others

including covers and bags for fertilizer, tankage, ground bone, meat meal, soda, soap chips, and all related packers' products; also packers' cheese cloth, and truck

MIS MEAT BAGS AND COVERS BEMIS BRO. BAG CO.



Specialty Department 420 Poplar St., St. Louis, Mo. 51st St. & 2nd Ave., Brooklyn N.Y.

30.



Received with open arms

WHEREVER meats have been offered in Cellophane-wrapped packages, housewives have gladly accepted this new merchandising idea.

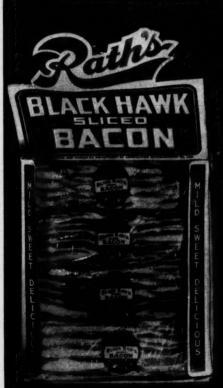
Cellophane starts chains of new sales . . . interests new customers. The sparkling, transparent Cellophane wrap enables housewives to see at a glance what they want to know about the product. And what customers learn about Cellophane-wrapped meats they are quick to pass on to friends and neighbors.

We suggest that you call upon our experience in using Cellophane to develop wider markets for your meat products. Du Pont Cellophane

Company, Inc., 2 Park Avenue, New York City.



Cellophane is the registered trademark of the Du Pont Cellophane Company, Inc., to designate its transparent cellulose skeeting.





WE BLAZED THE TRAIL

TWENTY-FIVE YEARS AGO AND ARE

STILL LEADING



Our services to the packing industry have been recognized and the loyalty and support given us by our legion of customers has enabled us to increase our production of stockinette year after year until we are now producing, in our North Kansas City, Mo., and Valatie, N. Y., plants the largest volume of stockinette in the country.

Hindquarter Bag

This unequalled production enables us to buy our raw stock at low prices and manufacture



Calf Bag

cheaper which is the reason we are able to give our customers the best SERVICE—QUALITY—PRICES.

Packers in every locality today realize the necessity of using stockinettes. They know the use of this inexpensive meat covering not only protects and improves their product, but is a step forward in securing new customers and holding old ones.

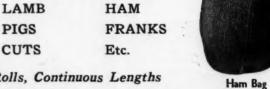
Shipments are made from our North Kansas City, Mo., mill to customers nearer that point and from Valatie, N. Y., to customers nearer that location.



No order too large and none too small to receive our prompt attention.

We make a large variety of weights and

e bags for
HAM
FRANK
Etc.



Sheep or Lamb Bag

Tubing in Rolls, Continuous Lengths

VALATIE MILLS CORPORATION VALATIE. NEW YORK

KANSAS CITY KNITTING CORPORATION

NORTH KANSAS CITY, MO.



Rigid Personal Supervision Insures Its Uniform Quality

THE excellent quality of Manaster's Dried Beef is the result of extreme care in selection, and an exclusive process. And the perfect uniformity of that finer quality is insured by the close personal supervision of the officials of this concern.

When you specify "MANASTER'S" for your Dried Beef requirements . . . whether it's Insides, Outsides or Knuckles . . . you'll know you are getting Dried Beef of decidedly superior quality . . . a product you can depend upon to add to the quality reputation and prestige of your business. But be sure it bears the familiar Manaster's trade mark and "Estab. 855" on every barrel. These marks of quality are also placed in tag form on every piece of Dried Beef.

Choicest sausage material and selected beef cuts are other high quality products in which this company specializes. Quick, efficient service and utmost cooperation are given to every customer. Write or wire today for current quotations on your requirements.

Harry Manaster & Bro.

1018-32 West 37th Street

Chicago



The large, immaculate plant of Harry Manaster & Bro., where every modern facility is provided for the production of quality meats. Here every operation is systematized to the highest degree of efficiency. It is indeed a model plant ... the type of a "home" you would expect to find producing meats of Manaster's quality.



"SERVING QUALITY"

-for over 35 years

The quality of Gobel pure meat products is zealously guarded with the vigilance of long experience. Purity . . . constant inspection . . . strict sanitation . . . these things are more than mere routine in the Gobel organization! Thus is the appetite appeal of Gobel products doubly enhanced by consistent quality. Under these highest of standards, Gobel serves its dealers, the public and the meat industry itself.

ADOLF GOBEL &

EXECUTIVE OFFICES: 525 11th Ave., NEW YORK

Brooklyn, N. Y. Boston, Mass. Washington, D. C. Milton, Pa.

PACKERS ENDORSE THE HOFFMAN LINE



Brand H/c Theuringer

We are in a position to supply you with a complete line of dry sausages, made to the high Hoffman standard, as well as a complete line of fancy Dried Beef, Hams, Sliced Dried Beef in boxes, Imported Corned Beef and both Domestic and Imported Cheese.

Meat packers everywhere are realizing more and more the possibilities of the Hoffman line in building up their dry sausage sales and profits. With the famous Hoffman line, consistent profitable sales build up the repeat volume as well as the original sales, and greatly increase profits. Hoffman products, made to a high standard of quality for a discerning trade, will help you to build up your dry sausage department to a profitable volume.





Hickory Brand
B/c Salami

It will greatly pay you to add one or more of these profitable side lines. We are ready to give complete cooperation and suggestions for building up a profitable trade. It will be to your advantage to write us. Do it today.

THE HOFFMAN LINE IS A PROFIT LINE

J. S. HOFFMAN COMPANY
CHICAGO-NEW YORK

Brennan's Selected CUSTOM' HAMS

Hams for Boiling!

When in need of

Hams for Boiling

be sure to order

Custom Hams

Their high quality will stand out prominently in

Your Finished Product

BRENNAN PACKING CO.

U. S. Yards

Chicago, Ill.

QUALITY is the first consideration



Cudahy's Wisconsin
Peacock Dried Beef
Insides, Outsides and
Knuckles are shipped
in barrels. The
Peacock blue label on
every barrel is a symbol of quality.



Peacock
DRIED BEEF
INSIDES

GROSS TARE NE

225 25 200

U.S. INSPECTED AND PASSED BY DEPARTMENT OF AGRICULTURE EST N° 285

CUDAHY BROTHERS CO. CUDAHY, WIS.

Personal Supervision from Start to Finish

NO MATTER how keen the competition may be, you always have a powerful sales point if you can talk quality.

Quality is the first consideration in the production of Cudahy's Wisconsin Peacock Dried Beef. That quality will help you make sales.

The superiority of Cudahy's Wisconsin is partly because of careful supervision. Every lot is given the personal attention of men who have had years of experience in the production of quality dried beef.

Its superiority is partly because of the wonderful Peacock formula . . . used by the Cudahy Bros. Co. to secure the brightest, most attractive product with the finest flavor.

Its superiority is partly because of clean, modern facilities and up-to-the-minute plant equipment . . . installed only last year.

Its superiority is partly because every beef ham is carefully selected.

You can profit from this extra quality if you place your next dried beef order with the Cudahy Bros. Co. Your order will be filled promptly and carefully.

CUDAHY BROTHERS COMPANY

Cudahy - Wisconsin

BONELESS MEATS

for manufacturers of

canned meats - dried beef sausage



Products

BONELESS CHUCKS BEEF TRIMMINGS SHANKMEAT BULLMEAT BONELESS VEAL

BEEF INSIDES BEEF KNUCKLES BEEF OUTSIDES

Emmet Cavanaugh, President

Sales Department Archie Smith John Gleeson Roy Czach

Products

BEEF TENDERLOINS
(All Averages) (All Averages)
SIRLOIN BUTTS
K BUTTS BEEF STRIPS, BONE IN BONELESS BEEF STRIPS BEEF ROLLS BEEF ROLLS
SPENCER ROLLS
BEEF CLODS
BRISKETS, BONE IN
BONELESS BRISKETS
NAVELS, BONE IN
BONELESS NAVELS
FAT COW FLANKS
FLANK STEAKS
SHANKS
BRISKET CORNED BEEF
RUMP CORNED BEEF

Progressive Packing Co. 1139-43 W. 47th St., Chicago, Ill.

Morrell's Pride

BACON

BE SATISFIED

"Dad knows his "Bacon"

PLACE ORDER NOW

ALSO IN HALF AND ONE POUND PACKAGES

JOHN MORRELL & CO.
General Offices, OTTUMWA IOWA



For a better and broader feeling of cooperation between producer and

processor

The Live Hog "Future" Market at Chicago, the only one of its kind, makes for a better feeling of cooperation between producer and packer, with its firm policies of delivery and inspection. The producer gets protection on price for his product, and the packer gets selected hogs, uniform in type and weight, and consistent in quality. You require "Fancy" or "Standard" grade hogs; therefore, you can better fill your needs through the Exchange where the best are offered. The producer depends on you for a fair price. The Exchange does not permit delivery of "No Grade" hogs. You always get what you contract for-standard quality.

You are assured always of the best quality, always uniform, delivered within the contract month and from the greatest hog market in the world. It will be to your advantage to use the "Futures" Market. The Chicago Live Stock Market, located in the greatest hog center of the country, is the greatest market of its kind. It will pay you to know your costs in advance.

Your own broker executes your orders.



CHICAGO LIVE STOCK EXCHANGE

Union Stock Yards

Chicago, Illinois



ST. LOUIS

PORK and BEEF PACKERS



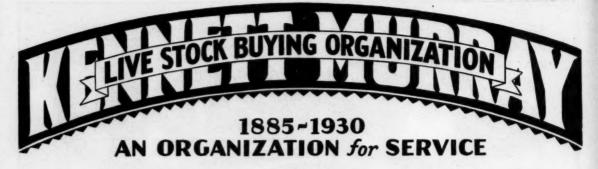
"Deliciously Mild" HAM and BACON **Highest Quality Sausage**

"Shipments of Mixed Cars of Pork, Beef, Sausage and Provisions Solicited"

EASTERN REPRESENTATIVES:

- H. L. Woodruff 446 W. 14th St., New York
- J. R. Poole, Boston, Mass.

Washington, D. C. H. D. Amiss Baltimore, Md.



OUNDED upon an ideal inspired by an ambition. A purpose to set a new and higher standard of excellence in live stock buying. An unyielding determination that never deviated from those ideals. A grateful realization that the ideals of our founder are the constant guide of all in our present organization.

OPERATING in the great live stock markets under a policy designed to insure fairness to packers, producers, competitors and to all with whom we deal.

SUCCEEDING because of the splendid judgment of our buyers in their discriminative selection of animals suited to the packers' needs; their vigilant and constant attention to details; their dignified solicitation; and the sincere co-operative spirit of SERVICE that permeates the organization.

ORGANIZATION PERSONNEL

- W. L. Kennett, Louisville, Kv. F. L. Murray, Nashville, Tenn. C. B. Heinemann, Service Manager, Westory Bldg., Washington, D. C.
- Chicago, Illinois-Union Stock Yards
 - Kennett, Murray & Co., B. F. Pierce, Manager
- Cincinnati, Ohio-Union Stock Yards
 - Kennett, Colina & Co., J. A. Wehinger, Manager
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- Omaha. Nebraska Union Stock Yards
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Devoting our entire time to the perfection of "Pork Products Exclusively Since 1895," we have consistently improved our output by doing this one thing—and doing it well!

... Selecting only the choicest of light weight bacon hogs, cut, trimmed and cured to our high standard, has made Roberts' Perfect Pork Products favorites with the packers and processers of private brand provision lines, catering to a discriminating trade. . . Instruct your buyers and brokers to "try Roberts & Oake first" when in the market for Hams, Picnics, or Bellies—green or cured, or for our finished products of guaranteed "Quality Always." . . . You will find it pays to "Learn to know the name Roberts."

ROBERTS & OAKE, CHICAGO

"MEAT-ING THE POPULAR DEMAND"



BLACKHAWK HAMS BACON

MILD

SWEET

DELICIOUS

"Cooked in the Tin, To Keep the Flavor In" Blackhawk Ham

Whole and Half Size
CHICKEN
Boneless Chicken

Spiced Ham
Spiced Luncheon
Spiced Loin
Spiced Jellied Tongue

Refiners and Exporters of

Cedar Valley Lard

Makers of

Quality Sausage

Mixed Cars of

Pork-Beef-Provisions

Domestic and export business solicited. Sales Agencies in all principal cities.

THE RATH PACKING COMPANY

PORK AND BEEF PACKERS WATERLOO, IOWA

Western Union. Private Wire. Codes—Cross, Robinson, Yopps

Telephone Belmont 8810

CONTINENTAL BROKERAGE, INC.

Provisions

Foodstuffs-Vegetable Oils

1901 St. Paul Street

Baltimore, Md.

Strictly brokers to reliable manufacturers. Soliciting only reputable accounts on brokerage basis.

Satisfactory results by square shooting. We do no jobbing or reselling

TRY US — YOU'LL LIKE US

E. G. Hayden Giving Personal Attention to all Sales

WILSON'S
Selected Hog

Selected Hog

Casings in NEW

Fibre Paraffined

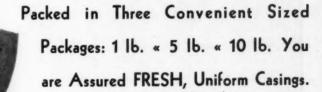
Containers, Eliminat-

ing all Possibility

of RUST SPOTS

and Loss in Any

Manner « « «





CASING DEPARTMENT . . CHICAGO

AMTORG TRADING CORPORATION

261 FIFTH AVENUE
NEW YORK CITY

Importers of

Russian Sheep Casings (Rings)

Also Selected Hanks

Beef Casings

Selected Middles, Rounds, Bungs and Weasands

Sole Representatives in the United States of the Casing Industries of U. S. S. R. (Soviet Russia)

SEE SOME PACKAGED MEA

A remark which would have been ridiculous ten years ago, yet one which today is heard in ever increasing crescendo. The public is ready for packaged meats...not only for bacon, or ham...but for dozens of prepared meats, ready wrapped.

Yet willing as the public is to accept packaged meats, it will only buy if it can see what it is buying. SYLPHRAP is the answer to the packaged meat problem which demands that the wrapping not only protect the meat but also leave the product open to view. Clear as crystal quartz, SYLPHRAP is the window through which quality can make itself apparent; a protection through which no damaging influence can enter to attack your meats.

Write for information as to the ways in which SYLPHRAP can aid the sale of meat products. The Sylvania Industrial Corporation, 122 East 42nd St., New York City. Works, Fredericksburg, Va.



SHEET METAL ENGINEERING COMPANY

OFFERS

PACKINGHOUSE EQUIPMENT

STANDARD AND MADE TO ORDER

TRUCKS AND TRUCK BODIES MONEL METAL SAUSAGE STUFFING TABLES AND STUFFER HORNS BACON CURING BOXES

OUR EXPERIENCE IN THE FABRICATION OF STAINLESS AND NON-CORROSIVE METALS IS AT YOUR DISPOSAL. MAY WE QUOTE ON YOUR REQUIREMENTS?

SHEET METAL ENGINEERING COMPANY

919 WEST 49th PLACE - CHICAGO, ILLINOIS

Some of the Present Users of the B & D

Combination Rump Bone Saw and Carcass Splitter

and Carcass Splitter

Amtorg Trading Corp., Russia
Armour and Company, So. St. Paul, Minn.
Armour and Company, Chicago, Ill.
Armour and Company, South Omaha, Nebr.
Armour and Company, South Omaha, Nebr.
Armour and Company, Spekane, Wash.
Armour and Company, St. Worth, Tex.
Armour and Company, Sant' Anna, Brazil, So. America
Conpanhia Frig. De Santos, Santos, Brazil
Daniel Bros., Inc., Columbia City, Ind.
Jacob Dold Packing Co., Buffalo, N. Y.
Emge & Sons, Ft. Branch, Ind.
Evansville Packing Co., Evansville, Ind.
Frigorifico Anglo De Uruguay, Fray Bentos, Uruguay
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G. H. Hammond Co., Chicago, Ill.
Interstate Packing Co., Winona, Minn.
The E. Rahn's Sons Co., Cincinnati, Ohlo
Kingan & Co., Indianapolis, Ind.
McArthur Packing Co., Hutchinson, Kans,
John Morrell & Co., Sioux Falls, S. Dak.
John Morrell & Co., Ottumwa, Ia.
Panama Rail Road, Panama Canal Zone
Plankinton Packing Co., Miwaukee, Wis.
T. M. Sinclair & Co., Cedar Rapids, Ia.
Swift & Company, St. Louis, Mo.
Swift & Company, St. Louis, Mo.
Swift & Company, Penver, Colorado
Swift & Company, So. St. Joseph, Mo.
Swift & Company, West Toronto, Can.
Swift & Company, West Toronto, Can.
Swift & Company, North Portland, Oregon
Swift & Company, Row Work City

Rest & Dononovant

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Sole Distributors

332 So. Michigan Ave.

Chicago, Ill.



THE VISKING CORPORATION

4311 JUSTINE STREET UNION STOCK YARDS

TELEPHONE YARDS 4870

CABLES: SYNTH

CODES: BENTLEY, ACME

CHICAGO, ILL.



VISKING
Sausage Casings

No Jax Skinless Frankfurters

er

30.

m.

FULL MEASURE-CLEANLINESS

Cudahy's CASINGS

BEEF-HOG-SHEEP

"The Test Tells"

The Cudahy Packing Co.

CHICAGO

930.



The ONLY wrapper with a national advertising program dedicated to the food industry

FREE KEYMARK SERVICE

For full information about the FREE keymark service, ask our representative or write direct to Paterson Parchment Paper Company, Passaic, N. J. Sales Branches; Chicago, San Francisco.

THE CASING HOUSE

CANS
TO MEET EVERY
PACKAGING NEED
OF THE
INDUSTRY



There are Continental cans to meet your every packaging need . . . and some with particular advantages available only from Continental. They range from small sample cans to huge hundred and ten pound lard drums, from designs in few to many colors and in a variety of sizes, shapes and styles.



Increase Your Sales by BETTER PACKAGING

In the meat packing and allied industries, package merchandising is playing an increasingly important part.

With more products than ever conveniently and attractively packaged, your container has a real selling job. Is it successfully meeting present day competition?

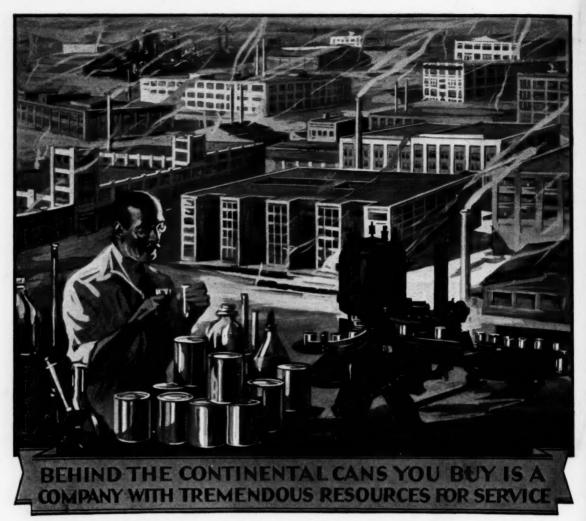
A better package always helps increase sales. One that thoroughly protects quality, is convenient to use, correctly designed and brightly lithographed will earn choice display positions in dealers' stores for your products. Attractive packages well displayed win buyers' attention and create the buying impulse.

In the development of a new package, or in modernizing your old one, Continental's "partners in the business" organization can assist you in many ways.

Containers

by

Continental



Continental cans are definite and dependable factors in the distribution of thousands of products the world over.

Millions of homes look to thousands of manufacturers for products of every description protected by the tin can. These manufacturers in turn look to Continental as their never failing source of supply for quality cans.

Behind Continental cans are 35 plants advantageously located from coast to coast-in 24 principal cities of the United States and Cubahundreds of experienced representatives-Research and Development Laboratories constantly making improvements in cans, in the preserving of foods and rendering service.

An efficient organization of men trained thru life-long experience to produce the utmost in quality and service are anxious to give your packaging problems the personal interest and attention they deserve.

CONTINENTAL CAN COMPANY, INC.

Executive Offices: NEW YORK: 100 East 42nd Street CHICAGO: 111 West Washington Street SAN FRANCISCO: 155 Montgomery Street

PASSAIC SAN JOSE

BALTIMORE OAKLAND NEW ORLEANS ROANOKE BOSTON

RE DETROIT ALBANY, GA.
JERSEY CITY SAN FRANCISCO
SAN SANGELES SYRACUSE
CLEARING NASHVILLE
CANONSBURG
KANSAS CITY, MO.
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READY FOR YOUR STORAGE

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Merchants Refrigerating Company

Modern Warehouses

Preferred Locations

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10th Avenue and 17th Street—On tracks of the N. Y. C. R. R. Co. Downtown warehouse in the heart of the produce district.

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General Offices: 17 Varick St., New York

30.

"How does your experience cut my door costs?"





Mr. Prospect, we built the first scientifically designed cold storage door. We pioneered in developing protection for special needs and sharper temperatures.

Our first doors wouldn't suit today, but the present Jamison and Stevenson Doors do. Because experience has shown us how to improve our doors to meet your more exacting conditions * * We developed our own gasket for better seals, we discarded wood screws for lag bolts, we introduced the patented Spring Hinges and the WEDGE-TIGHT Fastener to give you greater operating speed, convenience and economy—and a longer lived door. Our experience pays you by producing doors that serve you better and longer than any door ever did. Thus, your yearly cost for Jamison and Stevenson Doors is lower than for other doors * * Proclaiming a door "just like Jamison (or Stevenson)" is no assurance of similar performance. Design can be copied, but without experience the "parrot" door manufacturer will miss the vital factors entirely. Besides our patented features can't be copied » » » Since you buy doors to use, not for appearance, the only way to judge them is by performance, and there is

where our experience counts most -

Speedier-and more certain

The new, patented Jamison WEDGETIGHT Fastener, developed after a million test operations, has already proved in hundreds of plants that it speeds up the operation and at the same time saves the door. The consensus of opinion as expressed by numerous let-ters is "we have used WEDGETIGHT. this is the fastener want on all our doors in the future." Optional equipment on Jamison Doors. Offered at slight additional cost on Stevenson Doors,

Write for illustrated descriptive circular.



Gamison Stevenson Cold Storage

JAMISON COLD STORAGE DOOR CO. Consolidating Jamison Cold Storage Door Co., Inc. and Stevenson Cold Storage Door Co.

HAGERSTOWN, MARYLAND...... U. S. A. Oldest and largest makers of Cold Storage Doors in the World





and REDUCE PACKAGE COSTS 20%

Over two million BLISS FIBRE BOXES were used last year for the shipping of fresh and smoked meats, lard and other packing house products.

The BLISS BOX (Patented) is of three-piece construction and combines a maximum of strength with a minimum of board used. All four vertical edges are reinforced with flaps sealed by wire stitching. It is the strongest and cheapest fibre container on the market today. All board mills are licensed to manufacture BLISS BOXES for their customers.

Many packers are using BLISS BOXES in place of wooden containers, thus saving not only in the initial cost of the container but also on freight charges due to the greatly reduced weight.

BLISS BOXES have been used successfully for export shipments of lard and other products, thus demonstrating their exceptional strength and carrying ability.

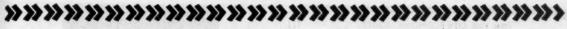
SAVE 20% OF YOUR PACKAGE COSTS — USE BLISS BOXES

H. R. BLISS COMPANY, INC.

Manufacturers of Wire Stitching and Adhesive Sealing Machinery for All Types of Fibre Containers

NIAGARA FALLS, N. Y.

50 Church St., New York, N. Y. James Q. Leavitt Co., Ogden, Utah 608 So. Dearborn St., Chicago, III. Harry W. Brintnall Co., San Francisco, Cal.



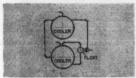




Standard Duty Horizontal Shell and Tube Insulated Brine Cooler.



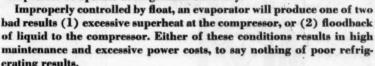
DETERMINES EVAPORATOR EFFICIENCY

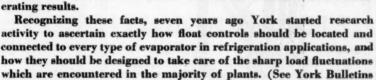


Standard Duty Horizontal Shell and Tube insulated Brine Coolers, Double Decked.

THE improved refrigerating results accomplished by float control of ammonia or other refrigerants, can only be achieved by the correct adaptation and application of the float control to the conditions of each type of installation.

Properly adapted to each type of evaporator, float control insures maximum effectiveness by flooding with liquid refrigerant the greatest possible amount of evaporator surface, and still allows the gas pump or compressor to operate at its greatest efficiency.





No. 118, No. 127 and No. 142 covering tests on evaporating systems.)

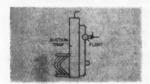
York found that evaporators for each type of service required a different float combination for controlling liquid level. A number of these are illustrated to suggest the great variations necessary.

The results of York's research have been put into practice in thousands of commercial installations, long enough to definitely prove the correctness of York standards of application.

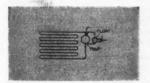
Refrigerating results in thousands of existing plants can be improved by correct application of float control. York engineers are prepared to place comprehensive, accurate knowledge of this delicate problem at your disposal... York has direct factory branches in 71 cities.



Horizontal Submerged Brine Cooler. (Patent Applied For)



High Efficiency Coils for Brine and Water Cooling. (Trunk Type . . . Patented)



High Efficiency Coils for Air Blast, or Combination Spray and Blast Air Cooling.



Ammonia Recirculation System for Water Cooling, Milk Cooling and Low Temperature Ice Cream Hardening, Meat Freezing, etc. (Patented)

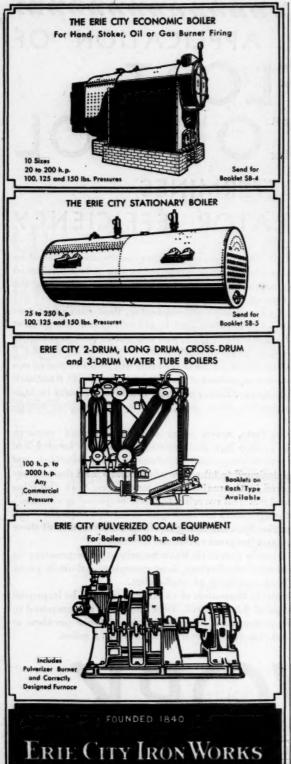


ICE MACHINERY CORPORATION

GENERAL OFFICE, YORK, PENNSYLVANIA



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FRIE PENNA, U.S.A

The HIGH ECONOMY COIL

ANOTHER ACHIEVEMENT by VILTER

Highest heat transfer—each pipe flooded without using an accumulator—fewer feet of pipe handle greater capacities—no liquid head on lower pipes—an even temperature on every pipe in the coil... these are reasons why the Vilter High Economy Pipe Coil is destined to become perhaps the greatest single factor affecting refrigeration.

Vilter High Economy Coils (Pat. Applied For) operate at the very highest suction pressures obtainable; they afford highest efficiency at lowest operating cost; are self-braced and permit no slugging back thru suction line to compressor. Initial cost is low.

We shall be very glad to send you further details... Write!

The Vilter Mfg. Co. 980 Clinton St., Milwaukee, Wis.

81-30

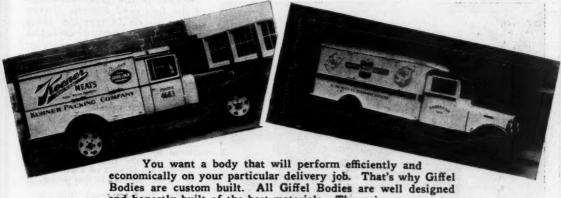


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Builetins and special data are yours for the asking.

Bodies To Meet Your Needs



and honestly built of the best materials. They give many years of trouble-free service at low cost. And prices are reasonable. Insulated or refrigerated (dry ice or ice and salt). Write today for full information and sound recommendations.

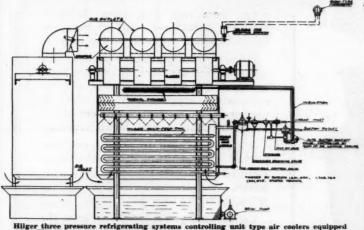
Specialists in Bodies for Meat Packers and Sausage Manufacturers

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HILGER AIR CONDITIONING UNITS



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. . improved room conditions, less shrinkage and waste, and more uniform products. This is commonly accomplished by using HILGER unit type air coolers and conditioners. They are well made from the best of materials, occupy a small amount of floor space and eliminate overhead bunkers. They are easy to install and reduce installation as well as operating costs.

We will gladly give you our recommendations and prices, etc., immediately upon receipt of your requirements. Send today for illustrated circular.

THE X L REFRIGERATING CO., INC.
MANUFACTURERS: Ice Making and Refrigerating Machinery, Ammonia Valves, Fittings, Condensers, Oil Traps, Receivers, Ta
and Coils of all kinds. 1834 W. 59th ST. CHICAGO, ILLINOIS

Saves Waste While Skinning Bacon Rapidly



—That is the great advantage of the Improved Electric Driven Calvert Bacon Skinner that takes the skin off smoked breakfast bacon for slicing.

The Improved Electric Driven Calvert Bacon Skinner will skin more in an hour with one man than can be done by two men by hand in a whole day. This is surely a most valuable saving of time.

Besides, the "Calvert" does much better work than can be done by hand. All the fat is taken off the rind—whereas in hand work from 3 to 5 per cent is left on. This is a further saving.

Put the Improved Electric Driven Calvert Bacon Skinner to work and let it save valuable time for you—as well as fat. You will greatly profit by its results, as other users have.

Send NOW for Complete Particulars

The Calvert Machine Co.

1606-1608 Thames St. Baltimore, Md.

Cheap Equipment is False Economy!



2 SIZES

| Size | Pan Gauge | Length | Width | Depth | 1 lb. | 24 | 5 h' | 356" | 2 ½" | 4 lb. | 22 | 9" | 494" | 376" | 6 lb. | 22 | 10½" | 5 ½" | 4" | With or without Covers | 4-lb. Pan Can Be Used for 5-lb. Loaf | 6-lb. Pan Can Be Used for 5-lb. Loaf

For more than five years, MONEL METAL PANS have stood all tests and are no longer in the experimental class.

When you can purchase a pan that will last five years and more, in constant service, and remain as good as new, with no expense for repairs, such as soldering, plating, or replacements, you must admit MONEL PANS are real, honest economy.

We are equipped to manufacture any kind of pans, and in the past have manufactured thousands of pans of other metals. But from all reports and tests, MONEL METAL PANS are best.

Let us send you a sample order at the dozen lot price. State quantity you would require so we can quote you our best prices.

GUSTAVE LIDSEEN, Inc.

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This Lesson is Worth Studying

For their own interests we must drive this ECONOMIES IN OPERATION FACT home to every Sausage Maker.

No matter how new or how good your Sausage Making equipment may be-

- -no matter how satisfied you may be with
- —no matter how intensely you dislike to make changes—

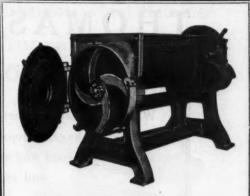
—it will pay you in dollars and cents—every day—every month—every year—to start the KUTMIXER to work.

You have noticed that the men who have the habit of making the most satisfactory PROFITS and PROGRESS in the United States, Canada and Europe use our machines.

THE HOTTMANN MACHINE CO.

C. OFFENHAUSER, President

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CUTS-MIXES-EMPTIES

Capacities-200, 300, 600 lbs.



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Complete Line of



Sausage Meat fan Truck

Sausage Manufacturers' Equipment



Ham and Loin Truck

Smoke House Doors

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"Quality is our First Thought"



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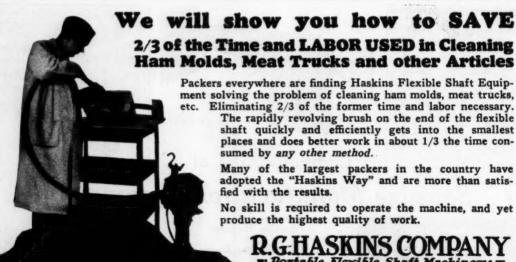


Illustration shows operator cleaning ham mold-note ease of operation. Quick satisfactory results, with a minimum of labor, are assured with Haskins Equipment.

Let us tell you about Haskins Equipment for the Packing Industry-no obligation.

2/3 of the Time and LABOR USED in Cleaning Ham Molds. Meat Trucks and other Articles

Packers everywhere are finding Haskins Flexible Shaft Equipment solving the problem of cleaning ham molds, meat trucks, Eliminating 2/3 of the former time and labor necessary. The rapidly revolving brush on the end of the flexible

shaft quickly and efficiently gets into the smallest places and does better work in about 1/3 the time consumed by any other method.

Many of the largest packers in the country have adopted the "Haskins Way" and are more than satisfied with the results.

No skill is required to operate the machine, and yet produce the highest quality of work.

> R.G.HASKINS COMPA r Portable Flexible Shaft Machinery w.

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WHOLE MILK

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POWDERED SKIMMED MILK

Above brands of high grade milk for human consumption, packed in 100-lb. and 200-lb. double paper lined barrels. Samples, prices and full information on request.

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DRIED SKIMMED MILK

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DRIED BUTTERMILK

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FOR ANIMAL AND POULTRY FEEDS.

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JORDAN'S

Famous Ham Retainer

Guarantees a

Perfect Product without Repressing!



There can be no cracks or jelly pockets when Jordan's Famous Ham Retainer is used. No repressing is needed, for the peppy springs have a long enough range to follow the shrinking process—with evenly distributed pressure—through the entire process. A perfect product is the result.

It takes an expert eye to tell the difference between the Butt and Hock end. Firm, tasty, good-looking cold cuts will increase your sales and profits. Jordan's Famous Ham Retainers will produce them at less cost. This is the season, cash in. Write today for details.

A Few Satisfied Users

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Sole Distributors for Kaufman's Fly Re-Peller

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Quality Spices, Seeds, Herbs and Prepared Seasonings

For Packers and Sausage Manufacturers

(Only the Original Pure Dry Spices, which made reputation for High Grade Sausage. No substitutes.)

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SAUSAGE ROOM SUPPLIES

Milk Powder

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HOG—SHEEP and BEEF CASINGS

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White Spots on Frankfurters are not the Necessary Evil that

ALL METAL SMOKE STICK FOR ANY SIZE SAUSAGE TRUCK

Everyone thinks they are

How much nicer sausages are when they are round and brown from end to



end. Those round white spots can be avoided. They have done anything but improve the looks of a frank and that spot on the casing is raw, just the place where spoilage can begin

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The New Metal Smoke Stick-its a simple, inexpensive stick, practically everlasting-makes just a tiny contact with the sausage. The stick being metal that point is cooked and brown just like the rest of the sausage.

Perhaps you saw the stick and the sausages smoked on it at the I. A. M. P. exhibit in Chicago. If you did not see it write us and we will send you full information on the subject of smoking frankfurters without raw, white spots.

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Chicago, Illinois

A Better Seasoning A Better Product

IMPROVE your seasoning and you'll improve your product. The way to get better results is to use Seaslic, the new liquid seasoning.

Seaslic, made from pure extracts of selected herbs and spices, not only gives the true natural flavor but it penetrates to every part of the meat. It gives a uniform flavor throughout and causes no change in color. There's no "spottiness" when you use it.

And it's less expensive, too. Makes your product more delicious at less cost.

Send for free sample and full information

Use Seaslic Seasonings for

Liquid Pepper Pork (with Sage) Pork (without Sage) Frankfurters Bologna Liver Sausage Liver Cheese Braunschweiger Head Cheese

Canned Products Spiced Meats **Baked Ham** Minced Ham Hamburger Meat Loaf Summer Sausage Chili Seasoning Scrapple



OUR CHICAGO FACTORY

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THE ORIGINAL LIQUID SEASONINGS

SEASLIC, Inc.

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THE SUCESS OF YOUR SAUSAGE IS IN THE SEASONING!

Today, sausage sales are soundly built on quality, taste These important factors can be achieved only through the use of proper seasoning. Leading sausage makers throughout the country recognize the true merits and value of Legg's Old Plantation Seasoning. Its keen flavor, pungent aroma and spicy tang have won millions of friends.







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"Butchers' Mills Brand" Spices

"In SPICES, too, The BEST Is the Cheapest"

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Importers SPICES

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SEWED CASINGS

made the pioneer's way by the methods of Sol May

We originated Sewn Sausage Casings in 1912 when patents were granted to Sol May.

Ever since then we have specialized in Sewn Casings and have never ceased improving them and adding to their field of usefulness.

Give us specifications and let us build them for whatever product you wish to use them.

Let's get together. Write today.

The Pioneer of Sewed Sausage Casings

PATENT CASING COMPANY

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COMPANY

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SAUSAGE CASINGS



Features

Hydraulic Crackling Press

300-Ton, 500-Ton and 1200-Ton Sizes

Curbs either 24" or 30" diameter. Smooth finished beveled staves. Easy to clean, and ample drainage. End of staves rest on projection on lower band, relieving strain on

Large Ejector Cylinders.

Upper plunger has roller bearing wheels, and locks in position above curb. Will not roll back when press is started.

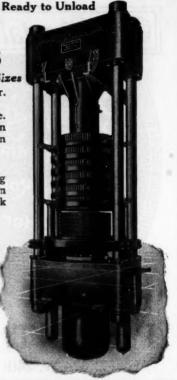
Curb guided top and bottom on rods, avoiding tilting when pressing or ejecting cakes.

Steam pumps have stainless steel valves, seats and plungers.

> Write for prices and special catalogue Established 1872

Dunning & Boschert Press Co., Inc.

364 W. Water Street, Syracuse, N. Y.



STEDMAN

2-Stage Swing Hammer Grinders

For reducing Cracklings-(hard pressed or expeller), Tankage, Bone, Dried Blood and all packing house by-products.

> 2-Stage Method of Grinding-results in-Less Power, More Uniform Finished product, Lower Maintenance.

Nine (9) Sizes are offered, requiring 5 to 100 Horsepower-Capacities 500 pounds to 20,000 pounds per hour. All sizes furnished for Belt-Drive, Tex-Rope and Direct Connection. proved blower system for Tankage, Dried Blood and Low Grease content Cracklings.



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Builders of Dependable Machinery Since 1834

General Offices and Works: 505 Indiana Avenue, Aurora, Indiana District Sales Offices: Atlanta, Georgia—Los Angeles, California—Philadelphia, Pennsylvania—San Francisco, California

PACKERS BUY PERFORMANCE

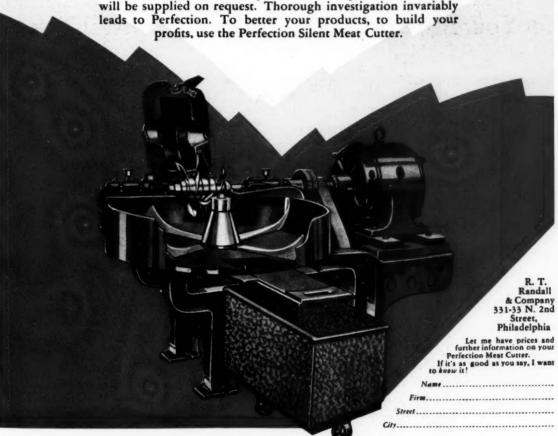
when they buy the

PERFECTION SILENT MEAT CUTTER

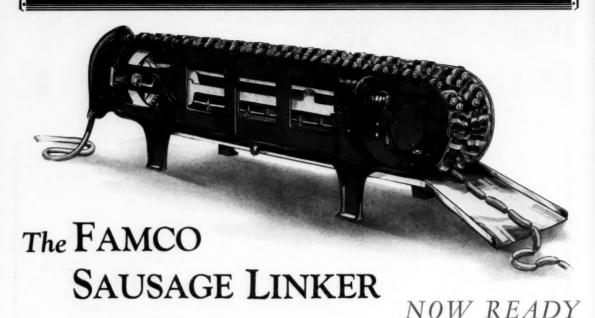
HEY don't just buy a meat cutter—they buy performance, Tand performance to Perfection means four things—faultless operation, with minimum attention, finer texture, bigger yield, faster unloading. These are not just statements, they're facts - proved facts, shown by their use in the majority of the country's largest packing houses.

Features of sanitation, features that produce finer results, laborsaving features that cut down your overhead and build up your profits-all are proved in Perfection.

Familiar names of famous packers who depend on Perfection



R.T.RANDAL



for Your Plant After Two Years of Successful Testing

THE Provision Trade want to be shown. They are all from Missouri when it comes to Sausage Linkers, but we are prepared now to show them a perfect Sausage Linker, and we feel sure that in a demonstration of this machine in any sausage room in this country, they will see such speed and production as will dispel their doubt.

The FAMCO Linker has been thoroughly tried out for the last two years, and we have plenty of operators who will confirm our statement. We can refer you to parties where the Linker has been in operation for that time who will back us up in any assurance that we give the trade.

We can refer to:

FRIED & RINEMAN PACKING CO., Pittsburgh, Pa. SUGARDALE PROVISION CO., Canton, Ohio JACOB FOLGER PACKING CO., Toledo, Ohio COLUMBUS PACKING CO., Columbus, Ohio EAST SIDE PACKING CO., East St. Louis, Ill. J. M. DENHOLM PACKING CO., Pittsburgh, Pa. JONES FARM CO., Fort Atkinson, Wis. RATH PACKING CO., Waterloo, Iowa VALDECKER PACKING CO., Piqua, Ohio J. MARTINEC, Scotia, N. Y.

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KNAUSS BROS., Poughkeepsie, N. Y. CH. KUNZLER CO., Lancaster, Pa. A. H. MARCH PACKING CO., Bridgeport, Pa. SHENANDOAH ABBATOIR CO., Shenandoah, Pa. HENRY FISHER PACKING CO., Louisville, Ky. KIEFFER SAUSAGE CO., St. Paul, Minn. GREAT FALLS MEAT CO., Great Falls, Mont. FRED E. MOCH, Albany, N. Y. P. W. ROUNSEVELL, Boston, Mass. A. SZELAGOWSKI, Buffalo, N. Y., and Others.

R. T. RANDALL & CO., Manufacturers

PHILADELPHIA, PA.

THE "PERFECTION MEAT CUTTER" AND "FAMCO SAUSAGE LINKER"

THEY SPEED UP YOUR PRODUCTION AND CUT DOWN YOUR LABOR COSTS



DECKER'S Dependable Food



Decker's Pure Meat products are made from selected Iowa Porkers, the finest the market produces.

The superb Vacuum-cooked Ham is smoked over genuine hickory wood—a special Decker feature. The fragrant, pungent fumes achieve a flavor both savory and delicate. Decker's Vacuum-cooking preserves the fine flavor and rich juices.

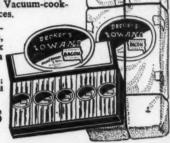
Ask for samples of any of the following— Vacuum-cooked Ham, Vacuum-cooked Chicken, Spiced Luncheon Meat, Spiced Ham, Spiced Pork Loin, Jellied Pork Tongue, Iowana Ham, Iowana Bacon, Vinegar Pickled Pigs Feet.

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JACOB E. DECKER & SONS

Mason City

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NIAGARA HAMS&BACON

Co



WHITE ROSE PURE LARD

JACOB DOLD PACKING CO. BUFFALO-OMAHA-WICHITA-LIVERPOOL

The P. Brennan Company

Union Stock Yards, Chicago

Straight and Mixed Cars of Packing House Products

PORK PACKERS



Home of Capital Brand Products

Establishment No. 586

THE COLUMBUS PACKING CO.

COLUMBUS, OHIO

New York Representative, O. Andresen, 410 W. 14th Street



Crisp autumn days, a crowded stadium, shouting and cheering ... and then home with an enormous appetite to a delicious dinner of baked White Lily Ham. White Lily Hams, smoked—in—hickory, are always tender and good. Your family and guests will enjoy nothing better after the game.



C. A. Durr Packing Co., Inc.

Utica, N. Y. manufacturers of



HAMS, BACON, DAISIES FRANKFURTS, SAUSAGES

"TASTY Pork Products That SATISFY"

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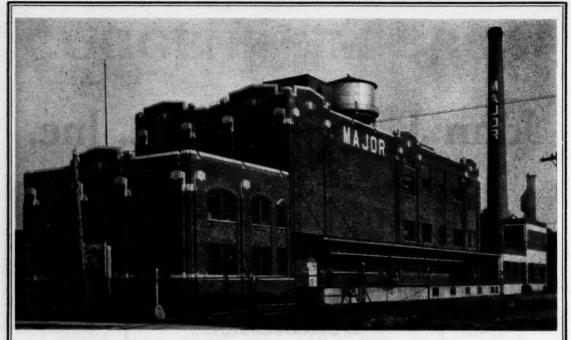
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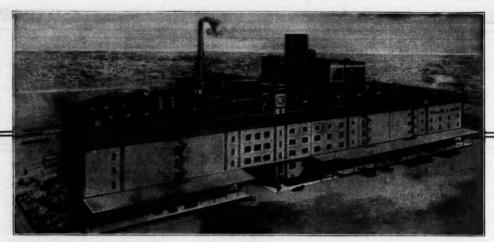
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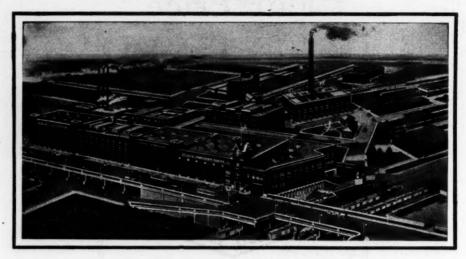
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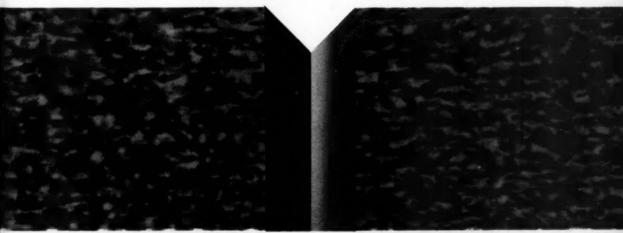
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Boxes in color can be used to advantage in window displays. They identify your product. They are in a class with bill boards and car cards, and can be had at a very moderate cost.

Formerly boxes in color were produced at an almost prohibitive cost, while now color can be applied on orders for one carload, or more, at

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Quality is the first consideration in buying Ammonia—next in importance is service. For more than 35 years Ammour Ammonia Service has been supplying both quality and packing industry the packing industry to the packing industry type of register to the packing and every type of residuals are reflected in the packing and service of the packing and the p

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Meat Packing and Allied Industries

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OFFICIAL ORGAN OF THE INSTITUTE OF AMERICAN MEAT PACKERS

Vol. 83. No. 17

OCTOBER 25, 1930

Chicago and New York

Meat Industry in Midst of New Trends

Silver Anniversary Convention Finds It with a Trade Association Equipped to Meet the Situation

Much Has Happened Since Meat Packers First Got Together

Operation of the code of trade practices adopted by the meat packing industry a year ago;

New methods of preparing, packaging and distributing fresh meats;

Finding a profitable outlet for the packer's products in an unsettled and depressed world market.

These have been the most conspicuous factors in the 1930 meat packing year.

These were the subjects around which discussion revolved at the twenty-fifth annual convention of the Institute of American Meat Packers, held at the Drake Hotel, Chicago, October 18-22, 1930.

This convention marked the silver anniversary of the founding of a trade association for the meat packing industry—an event which took place under the auspices of THE NATIONAL PROVISIONER at the Grand Pacific Hotel in Chicago on October 1, 1906.

From Distrust to Confidence

Up to that time industry cooperation was unknown. Packers meeting on that day looked at each other with distrust, if not with suspicion. The record of the proceedings of October 1-2, 1906, compared to the record herein set forth of the proceedings of October 18-22, 1930, is a record of progress which speaks for itself.

The meat inspection act of 1906, with its threat of industry regulation, impelled packers to heed the call of The National Provisioner to get together. The meat inspection discussion of the 1930 convention (only one of the many 1930 convention features) is a happy contrast in its emphasis on more and better meat inspection as the best thing for the industry.

From mere exchange of ideas between packers in

the early years of association to the concentrated organization now working toward a solution of major industry problems is a far cry.

The step taken twenty-five years ago laid the foundation on which has been erected a structure housing the machinery for solution of industry problems, as well as the leadership so essential in pointing the way to further progress in a rapidly-changing economic world.

New Problems for the Packer

Adverse conditions in the business world during the year just ending created some new and troublesome problems for the meat packer. Despite this, the year is regarded as a reasonably satisfactory one, and a feeling of optimism toward the future was general among those in attendance at the convention.

This year's attendance was one of the highest of record. Men associated with every branch of the industry evidenced a keen desire to become better acquainted with the factors on which success rests. They were anxious to hear reports of progress on major experiments now under way, to learn of new developments and to secure other points of view on the business outlook and factors that must be recognized and enforced before sound and lasting improvement can be made.

Watchful Waiting

There was some evidence of an attitude of watchful waiting.

Waiting to see how some of the new merchandising trends would develop;

Whether or not the most satisfactory steps have been taken to identify the packer's fresh products until they are in the hands of the ultimate con- portant place in the deliberations of the convention.

Looking to see if the industry could be insured an adequate raw material supply;

Finding just how all this can fit in best with the retail outlets of the country.

The carefully-planned program proved to be an unusually well-balanced one. During the two days preceding the regular convention sessions executives, operating men, men in charge of control through research and through accounting, and those charged with the profitable distribution of products - all gathered to hear the results of the work carried on during the year under the direction of the Institute, and designed to increase the efficiency of and the financial return to the in-

At these sectional meetings subjects are presented in considerable detail, thus enabling the man close to the job to check his own practises to see that they conform to the best, or to inaugurate profitable improvements.

The program of the convention sessions proper, attended in large measure by executives and directing heads in the industry, was planned to give an over-all picture of conditions in the other two great branches of the industry—livestock produc-tion and meat retailing—as well as meat packing.

Better Trade Practices

Report on operations under the trade practice code adopted at the last annual convention showed gratifying results. Vast improvements in practices were recorded, but most of all there has been evident throughout the industry a distinct desire to live up to the provisions of the code.

Executives have made a careful check-up throughout their companies to see that established practices did not violate the code. Anything that looked in the least doubtful was brought to the attention of those in charge of the administration of the code, either for approval or rejection. It was felt that great strides in the execution of this selfimposed obligation were made in the twelve months

An effort to raise the entire meat output of the country to the same high level as that produced in federal-inspected or carefully state-inspected houses was undertaken, in conformity with an agreement reached at the previous convention.

Uniform Meat Inspection

This is to be brought about through the adoption of a uniform inspection law. Formulating and adopting such a law is recognized as a long time job, as there are many varying points of view to be reconciled and many obstacles to be overcome.

It is hoped ultimately that some plan can be adopted that will insure the meat coming from the farm and the small-town slaughterhouse to be of the same high quality as that produced in federalinspected houses. If this can be done it will place all meat on a high standard basis, and will remove the unsatisfactory and often unscrupulous competition of the slaughterer not subjected to any kind of inspection.

Packaged Fresh Meats

Forward-looking leaders were of the opinion that packaged fresh meats must come, not only from the standpoint of reducing costs of distribution, but as another great money-saver in terms of time and convenience. More and more the buyer must have convenience, and more and more she is demanding that her foods be delivered to her kitchen in the freshest and most sanitary manner.

Packaging is expected to accomplish this.

Those who have pioneered in the field of packaged meats, both fresh and frozen, told of the progress made and of the handicaps to be overcome. They pictured the great possibilities for service and profit when such meats are more widely known, when they are so standardized that the consumer will have no question as to their quality, and when the price as a result of reduction of pay roll time, handling and other functions is lower than it has ever been, with greater profit to both packer and

Similar standardization is on the way in carcass meats. An elaborate system of grading has been worked out which ultimately will be applicable throughout the industry and will extend into all grades and classes of carcasses.

Modern Equipment Is Essential

Modern equipment, dependable quality and efficient service have been found to be the keynotes to profit even in a year when prices are depressed and buying power is weak.

"The trend of the consuming public is to buy in the modern-equipped store," a successful retailer told the assembled packers. It is unimportant whether this is in a store where high prices prevail, or in a store where price is a factor.

The modern-equipped store selling wholesome meat of a stated quality, accompanied by good service, is pretty sure to succeed. The only master the successful retailer recognizes is his customer, and he is willing and anxious to serve that master and only that one.

Nothwithstanding the present depression in business this retailer, who re-equipped his market so as to make for the greatest visibility of his product without exposing it to contamination, heat, or dust, has trebled his business.

Better Merchandising Methods

The practice of price selling, all too common in the industry, was deplored. It was urged that product should be so priced that it would go into the channels of trade warranted by its quality. The advantage of the printed price list, accessible to salesmen and customers alike was found to result in fair dealing and confidence on both sides.

One of the reasons why New England was chosen for an experiment in the marketing of packaged frozen fresh meats was pointed to as thrift. If a thrifty people find such products profitable, there would be less difficulty in marketing them in sections where thrift was a somewhat less dominating factor.

In carrying out the initial experiment it was desired to pioneer with distributing equipment, and to prove to the satisfaction of the producers that Wrapping and packaging came in for an impeople would come to see these new products, would buy them, and would establish for the distributor a good repeat business.

In another experiment in the handling of meats cut at a central point highly satisfactory results were reported. The meat is cut in a temperature of 32 degs. and held at this until purchased by the customer. This avoids leakage and so far the product is reported to have met all the requirements of the trade, as evidenced by the rapid expansion in its distribution.

Learn What Customer Wants

Giving the customer what the customer wants is proving the success of the chain store.

It is along this line that the modern chain is developing, seeing and studying the customer's needs and desires and gratifying them. "Trends in merchandising are caused primarily by consumer demand," a chain store leader said in the course of his discussion.

If the meat industry will see what the public is demanding in merchandising methods, this will show it what consumers want in meat. Too often the trend is to manufacture something and then urge the buyer to take it. This is a false premise to work on. Find out first what the customer wants and then supply it.

The importance of eye appeal was stressed. This is being brought about more and more in the merchandising of meats without the customer really recognizing the changes that are made. There is simply the knowledge that the product is more attractive to the buyer. The more of this that is done the more will buying resistance be removed.

Customer Wants Food Packaged

This matter of giving the customer what she wants in meat fits into the package trend, as was pointed out by Dr. John R. Mohler, chief of the U. S. Bureau of Animal Industry. "It must be obvious to all that packaging of meats is in keeping with the trend in modern merchandising," he said.

He called attention to bottled milk, to packaged butter and cheese and innumerable other products, all of which had been brought about in response to public preference. He was of the opinion that the time element is important to the customer—in fact, is almost as important as the price element. Therefore the quickly handled, standardized package is making rapid progress.

More prosperous years than the average of the last ten are believed to be immediately ahead for industry generally.

In analyzing current trends in business one speaker pointed out that whenever good times come, whenever an increase in the volume of business comes, business firms which have studied the current in luences affecting business, and have adapted their policies. organization and methods to those influences, will be able to capitalize best upon those good times.

An Eye on the Present

Turning to the attitude of the present, this speaker said: "It seems to me that it might be of more value to many of us if, instead of worrying about when business conditions are going to get better, we would worry about how we are going to adapt ourselves to present conditions, so as to secure the

least harm from these conditions and to get ourselves in a proper position to reap the most from better conditions when they do come."

The packer can do well, he said, to study those tendencies exercising an influence upon the business operations of this country, and which will probably exercise an influence upon the methods under which an individual business is operated.

A significant tendency on the part of any firm is the effort to ascertain what its particular function is in any industry, to set up the objectives which it shall try to reach in terms of that function, and then to try to direct its efforts toward the achievement of those objectives.

Don't Try to Grow Too Big

"I think there has been too much of a tendency in the United States in the past half century for all firms to try to do everything that all of their competitors are doing. There is too much of a tendency on the part of each small firm to try to become a large firm," the speaker said.

The fact that there is no longer the rapidly-expanding market which was available in years gone by is beginning to be recognized, and every firm can not expect to become as large as the largest on account of the expanding demand for product.

It is being recognized more and more that there is a limit to consumer demand. Also firms are realizing they cannot sell everything that their competitors sell, and that they cannot sell to every customer who might be a potential customer for the particular product.

This speaker also pointed to the significant fact that never before has the customer been so much a king. His wishes must be gratified. This is leading to a recognition of the need of finding out what meets the customer's desires and wishes and what he will buy before money is spent in developing and merchandising a product.

"Is the now pretty well recognized business depression an evil?" he asked. Students of the situation are sometimes inclined to think it is almost a blessing. Today improvements are being made in business, improvements which would not have been made if it were not for the depression, and many of the things being done as a result of this depressed period will enable them to earn greater profits when business conditions improve.

Leading Industries Take Stock

The position of eight major industries of the country—oil, railroads, rubber, electricity, steel, agriculture, communication and merchandising—was described by a leader in each and an outlook of progress visioned.

This discussion constituted the program of the conference of major industries, held at the University of Chicago on the last day of the convention.

Each of these industries has a strong economic influence on the welfare of all of the people, and particularly on the prosperity of the meat packing industry. Speakers painted a picture of the industrial situation which enables the meat packer to adjust his operation to coordinate with the general trend, and to lay his plans for activity as the industrial depression is overcome.

The belief was expressed by a leader in the field

of education, a speaker at the banquet which closed the convention sessions, that world-wide depression has come as the result of great efficiency in operation without an equal efficiency in the economic setup of the nation.

Commodities and income must be better distributed, he said, wages must be higher, hours of work shorter and commodity prices less, in order that the wage earner can have more money with which to buy, and more leisure in which to spend and to enjoy the output of mass production.

To accomplish this, he said, new and improved business and political leadership must be developed.

Guides to Better Times

Recorded here are only a few of the thoughtful suggestions for setting the stage for better times as presented to those in attendance at the convention. Already many believe these improved times are now under way. For, as one speaker said, if a man is sleeping on the floor he can't fall out of bed.

These addresses, printed in full in the following pages, contain a vast amount of constructive information, enabling every packer executive to have a better understanding of the situation, and to so plan his business that he will be in position to capitalize on wider and stronger buying power which always accompanies more widespread employment and good wage scales.

A long-time member of the Institute, universally known, honored and beloved, was made an honorary member of the organization because of his retirement from active participation in the industry. In future Albert Rohe of New York will attend conventions as an honorary rather than an active member, but his judgment and help will always be sought in furthering the progress of meat packing.

No changes were made in the elected executive personnel of the Institute, except those necessitated by Mr. Rohe's withdrawal, and the fact that Elmore M. Schroth, retiring Cincinnati director, because of lack of time finds it impossible to accept reappointment. Mr. Rohe is succeeded by George A. Schmidt, president of Stahl-Meyer, Inc., New York, and Mr. Schroth by Louis W. Kahn, president of E. Kahn's Sons Co., Cincinnati.

The roster of officers and directors for the coming year is as follows:

Chairman of the Board—F. S. Snyder, Batchelder, Snyder, Dorr & Doe Co., Boston, Mass.

President—Wm. Whitfield Woods, Institute of American Meat Packers, Chicago.

Vice-Chairmen—E. A. Cudahy, Jr., Chicago; B. C. Dickinson, Louis, Burk, Inc., Philadelphia, Pa.; Jay C. Hormel, Austin, Minn.; Chester Newcomb, Cleveland, Ohio; George A. Schmidt, New York City.

Treasurer—Henry Neuhoff, Neuhoff Packing Co., Nashville, Tenn.

Central Administrative Committee — Oscar G. Mayer, Oscar Mayer & Co., Chicago; Jay E. Decker, Jacob E. Decker & Sons Co., Mason City, Iowa; George A. Schmidt, Stahl-Meyer, Inc., New York; F. Edson White, Armour and Company, Chicago; G. F. Swift, Swift & Company, Chicago; Thomas E. Wilson, Wilson & Co., Chicago; E. A. Cudahy, Jr., Cudahy Packing Co., Chicago; and F. S. Snyder and W. W. Woods, ex-officio.

Institute Plan Commission—Thomas E. Wilson, Chairman, Wilson & Co., Chicago.

Directors (3 year term)—Charles E. Herrick, Brennan Packing Co., Chicago; G. F. Swift, Swift & Co., Chicago; Louis W. Kahn, E. Kahn's Sons Co., Cincinnati, Ohio; L. E. Dennig, St. Louis Independent Packing Co., St. Louis, Mo.; John R. Kinghan, Kingan & Co., Indianapolis, Ind.; E. C. Andrews, Jacob Dold Packing Co., Buffalo, N. Y.

Directors (2 year term)—Jay E. Decker, Jacob E. Decker & Sons, Mason City, Iowa; F. Edson White, Armour and Company, Chicago; R. T. Keefe, Keefe-Le Stourgeon Packing Co., Arkansas City, Kans.; Geo. L. Franklin, Dunlevy-Franklin Co., Pittsburgh, Pa.; J. W. Rath, Rath Packing Co., Waterloo, Iowa; Frank M. Firor, Adolf Gobel, Inc., New York.

Directors (1 year term)—Oscar G. Mayer, Oscar Mayer & Co., Chicago; T. P. Breslin, Standard Packing Co., Los Angeles, Calif.; W. F. Schluderberg, Wm. Schluderberg-T. J. Kurdle Co., Baltimore, Md.; Thomas E. Wilson, Wilson & Co., Chicago; F. R. Warton, Hygrade Food Products Corp., Chicago; Frank A. Hunter, East Side Packing Co., E. St. Louis, Ill.

Proceedings of the Convention

First Session

Monday, October 20, 1930.

The opening session of the Twentyfifth Annual Convention of the Institute of Amercian Meat Packers, held at the Drake Hotel, Chicago, Illinois, convened at ten-thirty o'clock. F. S. Snyder, Chairman of the Board, presided

CHAIRMAN SNYDER: The Operating Section of the convention has concluded its sessions, I understand, with a very fine attendance, great interest and very important papers. Some of these you listened to and others you probably will secure in printed form.

We always open this session in about this way and conclude in a blaze of glory. This morning I awoke to the fact that the Century was 45 minutes late in its last report (and I came in on it), but they made up the lost time.

I think one contribution I can make to this opening session is to merely declare the session open. There is material for a very interesting talk, but talk itself, unless it is really contributory in character, is best observed by its absence rather than by its infliction upon you at this time. So, having declared the session open, we will ask the chief executive officer of the Institute to provide us with his annual report. President Woods.

Address of the President

PRESIDENT WILLIAM WHIT-FIELD WOODS: Mr. Chairman, Members and Guests of the Institute: It has been my observation that annual reports are usually based on the assumption that charity should begin at home. The speaker reporting usually spends so much time dwelling on the achievements of the organization that he reaches the next hour on the schedule before he has time to narrate the bum decisions, the half-baked plans and the cock-eyed projects that have exploded in his hand in the course of the last fiscal year. Such omissions are no doubt very distasteful to him, but he must submit to the lack of time which precludes any discussion of deficiencies.

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That is the custom I say; and far be it from me to break any precedents. But I hope that whatever you may accuse me of leaving unsaid, you will acquit me of too much generosity to the Institute. I hope not to be too much like the professor of chemistry who was giving the examination to the foot-ball star. It's an old story but a pointed one. The professor was asked about it, and said:

"I decided to ask the young man just two questions and to pass him if he made a grade of 50 per cent. "The first question was: 'What color

is blue vitriol?"

"He said it was pink. That was

wrong.
"Then I asked him: 'How do you make sulphuric acid?' He said:
"I don't know." That was right. So

I passed him.

It's not difficult to form a taste for the cakes we have baked ourselves. But an exaggerated viewpoint frequently draws a corrective. I hope, not to deal too enthusiastically with the work of the Institute staff. On the concontrary, I ask you to let me make you a rather quiet, matter-of-fact report of how we have spent your money and of some of the things you got for it. If you'll bear with me for a while along that line, then, when you think you just can't bear another figure, I'll turn to some of the more general aspects of the industry and its problems.

First, let me say that in the fiscal year which closed on the first of this month, your Institute spent considerably more than \$200,000 of your money. That is one very valid claim I have to your attention today. It was your money; it's your Institute; and we really regret to talk about it.

What the Institute Is.

Let me remind you very briefly what the Institute is. Some of us have taken the Institute too much on faith, as that gallant roughneck who said: "Sure, I'll marry you-what's your name?" In accordance with the objects for which it is organized, the Institute is the trade, research and educational organization of the American Meat Packing Industry. The body of highest authority is the membership, which is consulted in two ways; by referenda through bulletins and answers, and in conventions like this one.

Next in authority is the Executive Committee, made up of the chief Of-ficers and Directors of the Institute a group of 26 drawn from various parts of the country, stretching from New York to California. The head of the Executive Committee is the Chairman of the Board, a deliberative officer as distinguished from an administrative officer.

Next in general authority comes the Central Administrative Committee. It is a sort of council or cabinet whose advice is available on short notice to the President of the Institute. Many of its meetings are called on notice of two or three days, or less. It has proved a great convenience and a great aid. This committee is made up of nine members.

Then come the Commissions of the Institute; the Institute Plan Commission, the Commission on Elimination of

structure, are 29 standing committees and five special committees dealing with a particular part of your business In the last year the various commit-tees, commissions and sub-committees of the Institute held literally scores of meetings. All of the committees are serviced by paid executives and cleri-They constitute the staff tute. The chief adminiscal workers. of your Institute. The chief adminis-trative officer of the staff is the President of the Institute.

How the Institute Functions.

The other general administrative officers of the Institute are two vice presidents—Wesley Hardenbergh and H. R. Davison—and an assistant treas-urer, Mr. Howard C. Greer. And I want to stop here to acknowledge their very great and effective assistance.

Two staff officers-Norman Draper



F. S. SNYDER (Batchelder, Snyder, Dorr & Doe Co., Boston) Chairman of the Board, Institute of American Meat Packers.

and Pendleton Dudley — admin - administer Dudley is in New York and Mr. Draper is in Washington. Mr. Dudley serves others besides the Institute, although his contributions to the Institute well as to its establishment and early development, are very great. We con-tract for all of Mr. Draper's time, and I must say he renders admirable service, as many of you gentlemen who have called on him can testify. The other staff executives of the In-

stitute, as well as some of those already mentioned, maintain service denartments for the use of members. These departments parallel approximately similar departments in the members' own businesses. In their service work they have the counsel and

aid of numerous committees.
Oddly enough some members use certain departments most, and other members others. It may be helpful to enumerate these departments. You can

Waste, and the Commission on Inspection.

Check off the ones of which your company does not avail itself fully and make a note to have it do so.

The departments, arranged in nat-ural sequence, and their directors are as follows: Livestock, H. R. Davison; Packinghouse Practice and Research, H. D. Tefft; Purchasing, H. L. Osman; Scientific Research, Dr. W. Lee Lewis; Waste Elimination, H. R. Davison; Marketing, Howard C. Greer and George M. Lewis; Accounting, Howard C. Greer; Nutrition, Dr. C. Robert Moulton: Public Relations and Trade, Wesley Hardenbergh. Mr. Greer is also in charge of the Department of Industrial Education.

Meat-Type Hog Put on Map.

Those are nice departmental names. But what have these departments been doing? Let's start with the Livestock Department. One of the biggest things it did was to gain greatly increased acceptance of the theory that the type of hog produced should be the type yielding the most of the cuts which consumers value most highly. At present this means the meat-type hog. Contacts were made with those in position to influence production, regarding the importance of the meat type. Loads of meat-type hogs were exhibited.

As a result of the work the depart-ment has done, in cooperation with stockmen, the National Swine Growers Association, and others, there came about in the course of the year offi-cial recognition of the meat-type hog by the Corn Belt agricultural colleges, the International Livestock Exposition, the Wisconsin State Fair, the National Swine Show, all breed associations with one exception, and five Corn Belt farm Breeders are beginning to strive to raise the meat type.

For reasons which I need not discuss here, the production of raw materials yielding more of the most valuable meat cuts will be a distinct advantage to the industry. It will give us more of the products for which there is the most eager demand. As a rule, we can merchandise the products of the meat-type hog most easily and at best values. There are periods when values may be reversed, but the present general taste and demand of the public is best met by the meat-type. The products of any industry must be adapted to the taste of its Sometimes that taste can customers. be directed; when it cannot, resistance is dangerous. In the case of the packing industry, adaptable raw materials are prerequisite to adaptable products.

Another achievement of your Live-stock Department has been to develop a widespread national interest in the bruised livestock problem. Strong sentiment favoring a general campaign against this loss to the industry on account of improper handling of livestock from farms to slaughterhouses has been developed. It remains to crystallize this sentiment into more effective action than has yet been taken by more definite coordination of the work of all livestock agencies and transporters.

Uniform Beef Grades Developed.

One of the biggest and most complicated jobs executed by the Livestock Department-one requiring the adjustment of varying opinions and competitive viewpoints—has been the development, through the Committee on Marketing Beef, of which C. R. Hood is chairman, of a comprehensive system providing uniform grades and uniform classifications for beef. These grades and classifications are now ready for the examination and approval of the Executive Committee as the final preliminary for submitting them to the industry for adoption. In addition to its livestock activities the Department has assisted in the work of obtaining observance of the Code of Trade Practices.

After the raw material is bought, it must be dressed and processed. It is in the course of plant operations that your Department of Packinghouse Practice and Research has accomplished the most for members. In its work on standards, recording and experimentation and in its service to members on packinghouse practice, it has had the counsel and assistance of expert committees.

This department was financed largely from the Institute Plan Fund. However, in addition to its budget for regular activities, the Executive Committee added a special appropriation of \$3,000 for continuing its special experiments with slaughtering methods. Before the year was over, the results were so promising that the Executive Committee appropriated \$4,000 more, to be taken from the Plan Fund if necessary.

For several years the department has been working on the problem. It has had the cooperation of an expert committee, of which H. J. Koenig is chairman. The American Humane Association, which formerly disseminated very bitter criticism of current slaughtering methods, is cooperating with us cordially and we with them in the effort to develop better methods.

New Stunning Method Developed.

In the year just closed an experimental stunning pen has been operated on the cattle-killing floor at Armour and Company, and developed to a point where its operation on a large scale seems practical.

The new stunning pen is an adaptation of the former knocking pen, altered so as to hold the animal quiet. The bullock is fed into the pen in the usual manner. The side toward the killing floor is adjustable so as to swing up against the side of the animal. The rear side of the pen slopes inward. Consequently, the animal is held in a "V"-shaped trough. The lower part of the side of the pen toward the killing floor is a hinged door. In the corner of this door, toward the rear of the animal, is a slit through which a man can reach inside of the pen and shackle the hind legs.

After being stunned the animal is drawn out of the pen through the hinged door, which automatically drops back and fastens by means of a spring catch. A great number of experiments have been made, with increasing effectiveness, on the type of current to be used. Apparatus put together under the auspices of the committee and a stunning unit recently imported from Germany have both been tried.

A separate set of experiments has been carried on in the G. H. Hammond plant of Swift & Company. These have

been experiments in stunning hogs. I should like to acknowledge the contribution that has been made to the industry by the experiments which Armour and Company and Swift and Company have conducted for the Committee. These contributions—which have involved time, expense and executive cooperation, have been very generously carried out over a considerable period of time.

New Deheading Method Perfected.

Those of you who attended the sectional meeting heard detailed reports from Chairman Koenig of Armour and Company and from Mr. Regensburger of Swift & Company. I shan't say more at this time except to add that after years of work by your Institute and others, this problem appears to be yielding to solution. We consider that a change in slaughtering methods would be a very significant thing for the industry from the social viewpoint and from the economic viewpoint. We



WM. WHITFIELD WOODS
President of the Institute.

believe it would change the method of handling a hundred million animals a

Co-incident with this gratifying progress in connection with slaughtering methods, there has been developed a new method of deheading hog carcasses.

The suggestion of experimentation on this method was made by George A. Horme! & Co. The method, with variations, had been the subject of experiment by several members, including George A. Hormel & Co. In the form the U. S. Bureau of Animal Industry. A committee to examine the subject was appointed. This committee was constituted of Dr. R. F. Eagle, Wilson & Company; Jay E. Decker, Jacob E. Decker & Sons; W. C. McGimpsey, Armour and Company, and Dr. Moulton of the Institute.

The committee obtained permission

from the B. A. I. for a demonstration of the new method while handling hogs at the rate of 600 an hour. This demonstration was made at Austin, and your committee went there to see it. A staff representative of the Institute then went to Washington and discussed the subject with the B. A. I. We were told that the method as then proposed was objectionable, but we were encouraged to make additional experiments.

These experiments were conducted on behalf of the Institute by George A. Hormel & Co. After some modification, the Bureau granted permission to use the new method experimentally, but on a commercial scale, for ninety days. Subsequently, its use was fully authorized in the plant where the experimentation was carried out. Each request for such use will be examined individually, no doubt.

Meat Plant Safety Code Formulated.

The method, which has been described in detail in an Institute bulletin, leaves certain meat on the more valuable cuts of the shoulder instead of on the head.

In handling 600 carcasses an hour, the new method requires one or two additional men. But this is more than offset by the saving of meat value. This saving has been estimated by various packers at from zero to 5c a hogorozet a from zero to 5c a h

house Practice and Research. The Department will be glad to cooperate.

Other special work of the Department of Packinghouse Practice and Research included the following items:

1—The formulation—under the supervision of the Accident and Fire Prevention Committee—of a Safety Code for the Packing Industry. This Code is near completion.

2—A revision of Readings in Packinghouse Practice. The Department, with the cooperation of the Committee on Recording, has been revising the volume. "Pork Operations," which was originally published and sent to the membership in 1924. The revised edition will be issued shortly. It will contain developments and changes which have occurred in pork operations in the last five or six years.

last five or six years.

3—Mid-Year Sectional Meetings. The Department arranged for two mid-year sectional meetings, one in Chicago and one in New York, at which the whole subject of quick freezing of consumer cuts was thoroughly discussed.

4—Standard weights for vinegar pickled products. With the cooperation of the Standardization Committee the Department has surveyed the weights of vinegar pickled products packed in glass jars and as a result of this survey has made recommendations for standard weights to the industry.

Much New Equipment Investigated.

5—Minor Investigations. A number of minor investigations by the Department have been trials of improved type of ham boilers, hypochlorite operating equipment, a hide skinning device, guarded knives, safety shoes, non-slip floors and machines for cleaning ham retainers.

In the course of its operations, the packing industry spends hundreds of

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millions of dollars on equipment and supplies. Any service which can en-able the packer to effect even a slight percentage decrease in the cost of these supplies is important. The Department of Purchasing Practice and the Institute Equipment and Supply Company have functioned, as usually, under the capable management of their Director. Direct savings are accruing to members on purchases through arrangements made by the Institute with the guidance and aid of its Committee on Purchasing Practice. These purchases are now running at the rate of approximately a million dollars a year.

As an indirect benefit, the purchasing agents of the industry derive from the project which they themselves are guiding, a very useful check on prices. The one thing that could be suggested to improve the way in which the Institute is functioning in this fold month. tute is functioning in this field would be to ask that more care be observed in keeping confidential information received from the Department of Pur-chasing Practice. This is really an obligation which each purchasing agent ligation which each purchasing owes to his colleagues and to the industry in which he is engaged. entire industry is greatly indebted to the committee of purchasing agents, representing companies of various sizes, who counsel the Department in its activities and help to make its efforts effective.

Research Laboratory Earns a Profit.

In its association effort for improvement, the industry cooperates in a re-search program. Much of the research work is concentrated in the Department of Scientific Research, which is financed from the Institute Plan Fund. This Department includes the service work at Institute headquarters, the Research Laboratory of the Institute of American Meat Packers—founded by Thomas E. Wilson at the University of Chicago—and the Service Laboratory at 9 South Clinton st., Chicago.

The Service Laboratory has continued to grow. It was started with an initial appropriation of \$15,000 from the regular funds of the Institute. Since that time the Laboratory has earned more than \$17,000. Of this, sums aggregating \$9,000 have been transferred to research, leaving a cash balance of more than \$8,000. In other words, you have accumulated in earnings all the money the Laboratory cost you and you own the Laboratory itself, equipped and supplied, as a going business, at the service of the members. It has ren-dered economical and helpful assistance to those using it and is now contributing toward the financing of research on plant problems.

The Director of the Department of Scientific Research has rendered a direct service to members by correspondence, by conference with visiting members and by visits to plants to assist in clearing up problems, particularly in connection with curing and conserva-Plant chemists have been sent to the Institute for training and informa-tion on the Institute's methods of analysis and on the methods and re-sults of Institute research. Designs have been submitted for special experimental apparatus.

In connection with the Institute's own

of interest:

Caustic Refining Improves Lard Quality.

1-Studies on Lard. Caustic refining, hydrogenation, and deodorization of lard have been studied and the results of the studies have been given to the members at regional meetingsone at New York and one at Chicagoand in bulletins. Representations were made to the U. S. Bureau of Animal Industry on the basis of laboratory and limited plant studies by the Institute. The use of caustic soda in refining lard was subsequently authorized by the Bureau.

The Director states that caustic refining has a most beneficial effect upon the smoke-point and the reduction of F. F. A. It improves the color, thus lessening or obviating bleaching. Stability is affected variably, depending upon the nature of the lard. Clarification of caustic refined lard still presents a problem. The flavor is changed, but



E. A. CUDAHY, JR. (Cudahy Packing Company, Chicago) Vice-Chairman of the Institute.

the caustic refined product blends well with other lard.

Through a fellowship at the University of Minnesota, as well as through the Institute's own studies, a large amount of data has been obtained on stability of lard and the various tests by which it is determined. The ap-plicability of these tests to packed and stored products made with lard, has been investigated.

2—A method and instrument have been developed and installed for the quantitative reading of color in cured meats, as a prerequisite to a precise study of the rate of fading. Color fading, the Director states, is due to the action of atmospheric oxygen and light.

3—The Department, which has had the counsel and aid of the Committee on Scientific Research and of other committees, has issued a report on packinghouse methods of analyses. This report followed an extensive in-

research, the following items may be vestigation of methods of determining moisture, nitrates and nitrites. It suggests procedures more economical of time and material than many of those previously employed.

4-The procedure and data developed in curing smoked hams in 21 days has been written up, but is not yet ready for issuance to the members. Nor can its issuance be promised. The views of the U.S. Bureau of Animal Industry on the report have been solicited.

Staff of Marketing Department Increased.

5-Through a fellowship at the University of Chicago on color compound in cured meats, data have been devel-oped by which it is now possible to say with precision the absolute amount of nitrate or nitrite which, on the average, can be taken up by any given quantity of meat for color fixing purposes only. Eight bulletins have been ssued by the Department since the last Convention.

The Department of Marketing was fully staffed in the course of the year to which this report applies. George M. Lewis, Associate Director of the Bureau of Business Research of the Bureau of Business Research of the University of Texas, who is a graduate of the Harvard School of Business Administration and who has a practical knowledge of the livestock industry, was appointed as Assistant Director of the Department, of which Howard C. Greer is the Director. The principal accomplishments of the Department of Marketing last year may be enumer-

Marketing last year may be enumerated very briefly as follows:

1—Initiation of a weekly service on beef costs, including the development of a standard test form for various grades of cattle.

2-Initiation of a weekly service on hog slaughter by companies. About 30 companies are participating in this exchange of statistics. Every member is invited to do so.

3—Preparation of monthly reports for the Business Survey Committee. 4—Continuation and improvement of

the weekly service on hog cutting tests and the bi-weekly service on provision

Mr. Greer also directs the Department of Organization and Accounting and the Department of Industrial Education. The Department of Accounting completed two sections of a study on cutting losses in the industry, plus completion of the material for the third section, which was presented at the meeting of the Accounting Section at this Convention last Saturday.

Nutritional Value of Fats Studied.

The Department issued bulletins on profits earned by packing companies in 1927, 1928 and 1929. As to the profits in 1929, this bulletin gave to any packer furnishing his figures a fairly early report from which he might be able to judge how the trend of his profit compared with the trend of profits in the

The educational work of the Institute, which is financed from the Institute Plan Fund, was placed under Mr. Greer's direction on January 1 follows. ing the last Convention. You will hear from him this afternoon.

The Department of Nutrition, with the cooperation of the Department of Public Relations and Trade, has con-tinued its activities in defending this industry from unfairly adverse refer-

ences to its products, particularly meat. The Director states that "on the whole the situation is most satisfactory, but continued vigilence is considered necessary to maintain this condition.

The use of bone meals in stock feeding has received the attention of the Department on account of a disposition on the part of some animal husbandmen to prescribe its use in mixed feeds along with other mineral supplements. Information has been developed and contacts made with the persons interested in this subject in order to see that a wise decision is reached and that the proper interests of the industry are protected.

The Director of the Department has continued to counsel the National Live Stock and Meat Board on its research program. Projects recommended to the Board were research on the nutritional value of fats, especially lard, in the diet, research on the effect of high protein diets and a research on the use of lard in cooking. The Director has ad-dressed a number of influential audiences concerning meat in the diet.

A great deal of the Director's time last year was given to the work carried on with the advice of the Special Committee on Canned Hams and Similar Products. The Institute appro-priated \$15,000 for research on canned hams to try to determine curing standards for canned hams.

Ham Canning Processes Investigated.

The Committee has held 12 formal meetings during the year. The Chair-man and the Director of the Depart-The Chairment have met on many other occasions with representatives of those who sions with representatives of those who were cooperating in the research. Two meetings of packers putting out canned hams and similar products have been held under the auspices of the Institute. A conference of the Committee with representatives of the Bureau of Animal Industry was held at the Institute last month to discuss work done by various agencies. by various agencies.

In the course of the year 10 experiments were planned and carried out using this procedure aimed at determining the proper conditions for curing, processing and storing the product.

The total weight of meat used was 3,151 lbs. Approximately 2,520 cans of spiced ham were packed. The Director reports that "substantial progress has been made in solving the problem pre-sented to the Committee."

The producers of canned hams have now voted to finance a sequential research program recommended by the Committee on Canned Hams and Similar Products at a maximum cost of

The Department of Public Relations and Trade has carried its usual large volume of work, including the issuance of the monthly meat and livestock review, of the Meat and Live Stock Digest, of two editions of a Reference Book on the Meat Packing Industry, the preparation of weekly radio talks, the preparation of six special articles, the issuance of 22 stories to other publications than newspapers and the issuance of 50 statements to daily newspapers and press associations. Nineteen of these statements were carried by one or more press associations. industry is important and interesting.

Relations Between Producer and Packer

retail merchandising the Department prepared and issued to more than 75 le publications a monthly merchandising article which appeared in a number of these publications. Special articles on merchandising meat were prepared monthly for the National Grocers Bulletin, the official organ of the National Retail Grocers Association. Such an article prepared by the Insti-tute appears each month in this publication.

The Department also continued the issuance of Meat Trade Topics. Sixty-six packers buy copies of this little publication for distribution to their salesmen.

The Department printed and made available to members on a cooperative basis considerable material designed to oasis considerable material designed to increase the use of meat. Members bought 170,000 small beef and pork charts and 4,600 large beef and pork charts, as well as 187,000 leaflets and 18,000 colored display pieces concern-



HENRY NEUHOFF (Neuhoff Packing Co., Nashville, Tenn.) Treasurer of the Institute.

ing lard and designed to aid its sale. The Director of the Department serviced the Commission on Inspection and has been of great assistance in every way in the work of the Institute.

I doubt that your relationships with those who furnish your raw material have ever been better. The producer and the packer both realize, I suspect, that they are but two divisions of the

same industry.

Since the last convention the President of the Institute has addressed the American National Livestock Association and the Kansas Livestock Association. The Director of your Live-stock Department addressed the Na-tional Livestock Producers Association and other organizations and attended the meetings of the National Wool Growers Association, the American National Livestock Association, and the Texas and Southwestern Cattlemen's Association, and other meetings of

Packers Cooperate With Producers.

In the course of the year, a bill was introduced authorizing the Secretary of In its activities having to do with Agriculture to promulgate official grades for livestock and livestock products,-i.e., meats, lard, et cetera. Early hearings were called.

e suggested to the producers that the packers were partners in the industry and that our views should be heard before legislation is thrust on our common industry. The stockmen agreed, the hearings were postponed indefinitely, and now conference committees representing those sponsoring the bill and the Institute are studying the question.

When the Federal Farm Board organized a Livestock Advisory Committee, places for two processors or handlers were provided. The President of the Institute was invited to become a member of the committee.

I felt there was only one position of this industry to take: Namely, that it stands ready to cooperate at all times in any consistent way with any bonafide livestock growers organizations or

their representatives, coop or non-coop. After consulting the Central Administrative Committee, I accepted with a statement that the Institute was ready at all times to cooperate with any bonafide livestock grower or growers or their representatives.

The Executive Committee voted to recommend that packers pay 25c a car instead of 5c a car to the National Livestock and Meat Board. That recom-mendation was transmitted to the entire memdetion was transmitted to the entire membership. A report of the Board previously has been sent to you. The Institute has had two representatives on the Board. These representatives are Thomas E. Wilson, who is Vice Chairman of the Board, and F. Edson White.

The Institute has been notified that the number of representatives which it may have has been increased to three.

Mental Factors Important in Business.

Since we met last, the U.S. Chamber of Commerce, at the request of the President, called a conference of business leaders and organized a Business Survey Committee. The Chairman of the Board of the Institute addressed the Conference and is a member of the Committee.

Since that time a Business Survey Committee of the Institute has been appointed. It has met every month since its organization. At every meeting a report on livestock and meats has been adopted and subsequently transmitted

to the membership.

A few remarks concerning the reports on slaughter of hogs now issued each week by the Department of Mar-keting may be of interest. These reports are telegraphed to the Institute every Saturday morning by various packers and mailed to all participants that afternoon. On Monday, every participant receives a report. The number of hogs slaughtered, as shown on this report, probably averages around 75 per cent of the total number of hogs slaughtered under federal inspection. Every member who cares to do so is cordially invited to participate in this reporting.

The events of the last year have shown clearly that in business certain mental factors are just as significant as physical, financial and economic assets or liabilities. Among these factors are honesty, intelligence, courage. Their opposites are dishonesty, non-intelli-gence, fear. Up to last fall the desire for something for nothing had inflated the prices of many securities. Lack of intelligence drove them to fictitious levels. Fear brought them down almost overnight.

Progress Made on Uniform Inspection.

Fear cuts prices; fear throws stocks overboard; fear drives raw materials out of bounds, sending them too far up or dragging them too far down. It breeds suspicion and bad business relationships, impairs judgment and induces hasty action. Fear is sometimes destructive in its effects.

But confidence, well founded, is constructive. Confidence in one another is important. In the last year, so far as my observation goes, there has been, in the main, a growth within the Institute of mutual esteem. Groups of packers may differ over one question or another, but in regard to the program of the Institute itself there has been a growth in mutual respect and excellent cooperation on the aims and projects of the Institute.

In some undertakings this has involved cooperation where the necessity for confidence and for willingness to see the other man's viewpoint were highly important. For example, there is the work toward uniform inspection which has been done by the Commission on Inspection, of which Oscar G. Mayer is Chairman and George L. Franklin, Vice Chairman. The company of which Mr. Mayer is President has

The company of which Mr. Franklin is President has state inspection. The Commission includes packers who have federal inspection and packers who have state or local inspection. Packers in each group recognize that the present status of meat inspection leaves much

status of meat inspection leaves much to be desired. Both intrastate and interstate packers are confronted with very small competitors who can operate more or less as they please because of the lack of effective inspec-

At the last Convention, packers operating variously under federal, state and local inspection, constituting the membership of the Institute, agreed to work for a uniform inspection law, to be administered by state and federal government in cooperation. The Commission on Inspection, made up of packers operating under federal inspection and packers not operating under federal inspection, has studiously and goodnaturedly been working on a program, which, it is hoped, will be satisfactory to all of you.

Trade Practice Code Working Well.

The Chairman of the Commission and a member of the Commission who operates under state inspection will talk to you tomorrow about the work of the Commission, and the Chairman will tell you what progress the Commission has made on its plans.

Another undertaking in which the whole industry has given the Institute excellent cooperation is the Code of Trade Practices. Packer after packer has re-canvassed his business practices in an effort to make certain that they square with the Code. Other packers have refrained from certain practices because they wished to have their companies observe the Code. Trade practices in this industry, I believe, have been distinctly improved.

been distinctly improved.

The industry has given evidence of its ability to cooperate effectively. Acknowledgment is due to the Commission

on Elimination of Waste, of which F. Edson White is Chairman and which, with the counsel of the Committee on Distribution Problems and of the Institute membership, proposed the resolutions that are now the Code; also to our hard-working Committee of Interpretation and Appeal, of which John W. Rath is Chairman; and to all those who have aided in this movement.

The responsible and not inconsiderable detail involved in the staff administration of the Code has been handled by Miss Esther Evers, Assistant to the President, who has shown a fine capacity for this work.

Industry First in Value of Output.

Let us turn away now from the specific activities of the Institute to some more general considerations affecting our organization and our industry.

our organization and our industry.
Of all industrial outputs, the production of our industry was the most valuable in the last year for which Government figures are available. A big in-



JAY C. HORMEL (Geo. A. Hormel & Co., Austin, Minn.) Vice-Chairman of the Institute.

dustry requires a big point of view; liberality toward competitors; openmindedness toward new methods, and willingness to cooperate in consistent ways in the common interest.

Just look back for a moment at the road over which we have come. This is the twenty-fifth anniversary of the founding of the American Meat Packers' Association. Al Rohe, James S. Agar, General Michael Ryan, Charles Rohe, J. B. McCrea, R. G. Gould, Paul I. Aldrich and those other men who, as officers or workers or friends carried the association forward through some fourteen years, made this Institute possible. They helped, no doubt, to give meat packers an industrial point of view; led them to think in terms of the packing business as well as in terms of a packing company.

But something more was needed. Meat packing was an industry—the biggest industry. It had learned to function offectively as an industry.

effectively as an industry.
The American Meat Packers' Asso-

ciation was reorganized as the Institute of American Meat Packers. A Department of Public Relations was already in operation. A home economist and a man to maintain contact with the retailers were added. So was a Department of Nutrition to defend the product of the industry.

How the Institute Has Grown.

The Institute functioned more and more broadly as a trade association. But it is doubtful whether it had yet achieved that object as stated in its Constitution as follows: "The Institute is organized to promote the mutual improvement of its members and the study of the arts and sciences connected with the meat-packing industry."

In 1922 a development plan was proposed by Thomas E. Wilson, then President of the Institute. By its adoption the Institute was enabled to add the Department of Packinghouse Practice and Research, the Department of Scientific Research and the Department of Industrial Education

Industrial Education.

Later a Service Laboratory was added in the presidency of Mr. Herrick. Still later Mr. Wilson offered in this room, and you gentlemen accepted, a grant of \$15,000 wherewith to help start a Research Laboratory. Meanwhile the Institute of Meat Packing had been established and packinghouse courses given to hundreds of employees. Departments of Purchasing, Accounting and Marketing were finally added, and the Institute was functioning in nearly every division of the industry.

But how had the industry been viewed

But how had the industry been viewed by those outside of it? Packers had the most valuable output, but was their business recognized as a leading American industry? If not, it is possible that the Conferences of Major Industries and the dinners closing or following them have done something to gain a higher place in industrial esteem.

Industry Has Won a New Esteem.

Men from the major industries—many of them leaders—have visited us from year to year and discussed with us the status of their industries. Henry Ford who greatly enlarged the service of an industry; Thomas A. Edison, who has contributed significantly to many industries; Orville Wright, who, with his brother, made an industry possible; these and others have joined with us in our annual meetings. Great universities have cooperated with us in an effort to solve our problems and train our employees.

And on the night after tomorrow, in cooperation with the University of Chicago, we shall have as our guests two score men occupying high posts in American industry and in educational administration.

In 25 years the packing industry has been lifted to a new dignity and has won a new esteem. The least we can do is to accept the estimate which we have encouraged others to make, to accept one another as others accept us, and to exhibit and justify mutual confidence as a means to mutual progress. In such progress, I hope the Institute—your Institute—can play an important and an increasing part.

CHAIRMAN SNYDER: I wonder if you feel as I do that that is a very distinct contribution to this session and also to the permanent literature of our organization. It occurs to me that that information which we have received here is something very much beyond

a thumb-nail sketch of the set-up of the organization. It is a very broad painting of the whole picture of the situation as I see it, and I regret that every member of the Institute was not here to listen this morning to that presentation.

The report of President Woods will be printed and distributed to the membership.

We will now listen to the report of the treasurer, Mr. Neuhoff.

Report of Treasurer.

TREASURER NEUHOFF: The report of your treasurer, as usual, is very brief. The financial affairs of the Institute during the past year have been handled with the customary care and attention by the Institute officers and staff. All receipts have been deposited to the Institute's credit, and disbursements have been made only on the joint authorization of the Assistant Treasur-er and either the President or Vice President.

The Treasurer has maintained close through detailed monthly reports which have, also, been furnished to the members of the Institute's general administrative committee. The accounts for the trative committee. The accounts for the year have been audited by Martin Johnson & Company, certined public ac-countants. I submit herewith a copy of the audit report for such disposition

as you may care to make of it. The treasurer's report was accepted. Committees Appointed.

CHAIRMAN SNYDER: I will appoint two committees, the Nominating Committee and the Committee on Reso-Committee and the Committee on Resolutions. Nominating Committee:—Oscar G. Mayer, Chicago, Ill., chairman; John R. Kinghan, Indianapolis, Ind.; Jay E. Decker, Mason City, Ia.; H. Oscar Fischer, Pittsburgh, Pa.; F. A. Hunter, St. Louis, Mo.; J. B. McCrea, Cleveland, O.; A. T. Rohe, New York City; Milton Schaffner, Erie, Pa.; E. A. Schenk, Columbus, O.; George Schmidt, New York City; T. W. Taliaferro, Detroit, Mich.; A. D. White, Chicago, Ill.; Edward F. Wilson, Chicago, Ill.; Geo. M. Foster, Ottumwa. Ia. Ottumwa, Ia.

Resolutions Committee:—F. A. Hunter, St. Louis, Mo., chairman; M. F. Cudahy, Milwaukee, Wis.; Arthur Cushman, Chicago, Ill.; H. W. McCall, Chattanooga, Tenn.; George N. Meyer, Pittsburgh, Pa.; Harold Meyer, Cincinnati, O.; T. H. Nash, Cleveland, O.; Lorenz Neuhoff, Atlanta, Ga.; W. F. Schluderberg, Baltimore, Md.; R. S. Sinclair, Indianapolis, Ind.; G. F. Swift, Chicago, Ill.; Paul Trier, Chicago, Ill.; F. G. Vogt, Philadelphia, Pa.; F. Edson White, Chicago, Ill.

These have been geographically selected in proportion to the industry as a whole and probably represent as good Resolutions Committee:-F. A. Hunt-

a whole and probably represent as good a choice as could be made in the entire industry.

industry.

Some of us, and I think all of us at one time or another, have had the pleasure of listening to John A. Kotal, secretary-manager of the National Association of Retail Meat Dealers. He has fought long, hard and earnestly for the retail industry. That represents, of course, the outlet of the packing industry. Mr. Kotal's point of view to me has always heen interesting. He is dustry. Mr. Kotal's point of view to me has always been interesting. He is always extremely energetic and very wise, I think, in his points of view in relation to that industry. We are very glad, indeed, to hear him this morn-ing.

Greetings from the Retail **Meat Industry**

By John A. Kotal.

It affords me great pleasure, I assure you, to extend to you, on behalf of the members of the National Asso-ciation of Retail Meat Dealers, their greetings and well wishes for a most successful convention.

I represent the National Association. it is representative of a group of re-tailers whose annual volume of business in meats alone I estimate at two billion dollars. In our membership are retailers whose volume ranges from \$50,000 to \$3,000,000 a year. We are the "busy bees" that gather the honey for the meat industry.

I want to take this opportunity to extend to the able officers of your Institute and its various committees our compliments on the splendid work being accomplished from year to year. Our special commendations go to you on the



THE RETAILER'S SIDE John A. Kotal, secretary of the National Association of Retail Meat Dealers, who outlined some of the retailer's problems.

trade practice conference of a year ago, which is probably the most progressive step your organization has made in years. It is second only to your Institute plan.

The wholesale and retail branches of our great industry have benefited by the work of your Institute. Through the Institute cooperation with the National Live Stock and Meat Board much constructive work has been done in breaking down consumer sales resistance by disseminating valuable information for the benefit of the housewife and the trade in general. But there is still much to be done.

Packer and Retailer Should Cooperate.

I am satisfied that the report which will be made at this convention on the value of your trade practice conference of a year ago will be agreeably pleas-ing. We believe the problems and diffi-culties now existing between your group and our group could easily be adjusted

in a trade practice conference.
"One single idea," said Emerson,
"may have greater weight than the
labor of all men, animals and engines
for a century." We hope that single idea is hatched at this your convention.
We believe no plan will meet with success that does not recognize the imcess that does not recognize the importance of the function of retailing. In this you must help by keeping up the quality of your brands. You cannot afford to have one group of retailers sacrifice your best and leading brands at a loss and thus disrupt your results. market.

We want to save you the huge sums now being spent in advertising and promotional work and in putting over some of your pet schemes. For after all the housewife is the arbiter of success or

failure of your experiments.

That great trade paper THE NATIONAL PROVISIONER sums up briefly two questions of interest to the meat trade on page 22 of the September 27 issue in "Packer Margins" and "Retail Financing." To add a word of wise comment ing." To add a word of wise comment to take the privilege to say that, because of the keen competition, there will never be a 10c lb. retail margin on packaged meats. The retail trade, be it meats or groceries, are not fortunity and the comment of the competition of the comment of the comme nate enough to get it, and the chances are packaged meats will be used for leaders on which even a loss may be taken to the detriment of producers, and your brands.

Packers Take Many Chances.

We recognize that you are competing against a future market governed by the public and seasonal demand. You compete with nature herself and take bigger chances than any gambler ever took. If you strike it well and your took. If you strike it well and your coolers are loaded on a rising market, you, like the retailer, are a profiteer. If your coolers are loaded on a falling market and you take great losses, that's your bad luck, and there is no established. lished fund provided to make up these losses. The retailer is in the same category.

For years the retail meat dealer, whether large or small, has been accused of the high meat prices. We are quite aware of certain irregularities in retail distribution, which must be eliminated. These irregularities also affect your members and the producers of livestock. Your organization can wield a powerful influence in the elimination of these irregularities.

We realize that a few of your members can not act as representative of the whole, but a committee composed of representatives of each branch of the industry could, I am satisfied, find a satisfactory solution which would eliminate the present misgivings and prove most beneficial to producers, packers, retailers, and consumers.

Retailer Has His Troubles.

The meat retailer and meat packer are not given credit today for the spe-cialization necessary for success in their trade. You hold the most precarious position of all industries. On the one who would like to see the peak prices of 1929, or even higher prices, prevail. On the other you have the retailer who is the purchasing agent for his community and who wants to buy as low as possible, because, after all, prices of food products are a big factor in the increase or decrease in consumption and affect volume of business.

In this new competition and the desire to popularize retail distribution by cheapness, there is a more or less strong-arm method used in buying of merchandise. Advantage is sometimes taken in every possible way to hammer down prices below the safety point. Some of you are evidently affected by this policy, which in turn is bound to react against the producer.

The retailer is facing a destructive competition not at all considered clean and fair. I am informed evidence is being introduced in the courts of Nebraska against a chain organization for selling round steak at 1c lb. The present competition is also affecting our great railroad systems, because certain freight rates are saved while the tax payers' highway is destroyed.

With equal opportunity, the individual retailer is more efficient and will remain so, providing some safeguards are thrown around unfair business tactics and operations. The function of the middleman is indispensable. Neither the chain or the mail order house can evade this step in merchandising. A manufacturer or distributor might do his own wholesaling, or pay some one else to do it, but somewhere along the line it must be done.

Mass Food Production Not Practical.

The reputable retailer, whether chain or individual, who renders a valuable and necessary service to the community should receive the protection of the laws of the land. Retailing of almost any description—retailer battling retailer, or chain group battling chain group—appears to be "free for all." Anybody can start and quit when he pleases, render an honorable service or fool the public—it matters not as long as he gets by. There appear to be no restrictions.

Conditions in the meat industry also have been disturbed by many causes due to tremendous inflation, speculation and installment buying. Mass production, which originated with the war but did not cease with it, brought on an over-production of goods, and an artificial control of commodity prices. Mass production has also brought on a centralization of business and power never before dreamed of. With the cessation of hostilities should have come a decentralization, but it has been staved off for years.

From the present status of retail distribution, it is evident that the savings of centralization are no longer regarded as a prime factor of competitive success. Those lacking practical knowledge of essential factors of retail distribution, even though well informed and ably financed, will learn that the contact between the local consumer and the man behind the counter is one of the decisive factors in local success.

Gold in Circulation Decreases.

During 1921 it appeared an effort was being made to recognize the gold standard which was abandoned during the war, but resistance to a change or decline is always to be expected. Artificial stimulation was applied for several years, but the "bubble burst" in the stock market debacle of 1929. Billions of wealth were wiped off the slate as if by magic. This is clear evidence of inflation and over capitalization, and the meat industry supplying an essential of life has suffered in that a shortage of money and lack of employment has curtailed the demand.

The amount of gold in circulation had decreased greatly since 1913. In 1913, the amount in circulation was 47 per cent of all gold money. In 1928 the amount in circulation was but 8 per cent. Evidently our great inflation brought about a substitution of bank notes and checkable deposits accounts for gold coin, which greatly lowered the ratio between gold and our commercial currency.

By the creation of increased purchasing power to the extent of hundreds of millions annually through expansion of bank credit, which made possible ability to pay, many were led to a life of ease and pleasure, coupled with extravagance. But with the curtailment of bank credit, the structure collapsed. A new and fresh start can be made, and we hope business in general will never see and experience the "wildcat" days of the past.

Assuming that the hectic days are passed and that the purchasing power of the dollar is increasing, the livestock interests cannot look forward to the peak prices of 1929 to continue in-

It will interest you to know that during the high market of 1929, our office sent a questionnaire to several thousand retailers throughout the country to ascertain the effect of high prices on volume of business. Twenty-eight per cent admitted their volume was cut in two because of high beef prices. They openly admitted that canned foods, fish, fruits and vegetables were being eaten in preference to meat.

Retailer Gets Adverse Publicity.

Some plan, we believe, can be developed that will give the livestock producer a just return and that will eliminate the violent fluctuations that bring with them the tirades on retailers. The New York Indians were known for their sagacity. They told George Washington, "As long as the farmer clan ruled his council, he would have a suc-



FILLS AL ROHE'S SHOES

Quiet, modest, observant, President Geo A. Schmidt of Stahl-Meyer, Inc., New York City, is made a director and vice chairman of the Institute to succeed A. T. Robe

cessful government." Today we would interpret this as giving agriculture a "fair break."

Let us review some of the publicity of the past few months. The meat retailer, more so than other retailers, came in for his share of this. Charges which have not been heard since the war period were common.

So frequent were the charges that erroneous reports have gotten into the papers, and from San Francisco to New York space was devoted to these unfair charges. Anyone with an ounce of brains and some knowledge of the meat industry could see the situation at a glance. No one will deny that livestock and meat prices are very much lower this year than last year. Certain cuts were selling at retail for a few weeks at very low prices, in some cases at pre-war prices. These conditions were not country wide, and did not last over two weeks, before a change in the market took place.

Untrue Publicity Harmful.

It is easy to make charges for the sake of interesting publicity, but it is unfair to the industry. It makes an interesting story to compare the price per pound of live lambs on the farm with the cost of lamb chops at dinner at a high-class hotel, or the price per pound of a live steer with a steak dinner on one of our crack trains. As a matter of fact, those paying for the steak on a train are glad to get it.

Some isolated cases may be worthy of publicity locally, but the unfortunate part is that with our easy and swift means of communication, local news, if newsy, is made national. With the broad expanse of territory we cover, what may be true regarding the meat industry in one section may not apply at all to any situation in a distant section. We had an example of this in a local condition the past summer. Among misleading information published in newspapers and farm journals were the following:

"Lamb chops were cut from native cornbelt lambs which cost the packer 7c on the hoof delivered at the door of his slaughter house. The packer sold the lamb chops to the butcher for 17c lb. In the retailer's cold-box the price per pound advanced from 17 to 40c."

"Live lambs that sold a year ago for 12c lb. are now sold for 7c, yet lamb chops are retailing for 65c lb., or nine times the cost of the live animal."

I question whether any retailer in the United States can charge 65c lb. for lamb chops with a 7c live market. At that margin his volume of business would be insignificant, as the keen competition among retailers keeps price to consumer at a minimum. One such case should be taken as typical of all retailers.

Another item said: "Denver house-wives pay 81/3c lb. for boiling beef. San Francisco housewives pay 17½ to 23c. Denver pays 35c for T bone steaks. San Francisco pays 60c. The retailers in meat are getting rich because of the great spread between wholesale and retail prices."

Two Sides to a Question.

Evidently all editors are not as well informed on both sides of the question as they should be. We have here an instance where one editor states that

the packer sold the lamb chops to the butcher for 17c lb. The carcass price at 17c is evidently referred to, not lamb chops. But why did he not add that the lamb stew, the fat and waste and the shanks were likewise sold by the packer for 17c and were retailed by the retailer at a loss for around 2c to 15c lb. The editor should know that by taking a loss on these cuts it was necessary for the lamb chops to carry the little increase.

If some of these livestock men and editors who write so easy about the big profits in retailing meats really knew their business they would rent a few retail stores and make money "hand over fist," as they see it, instead of writing articles which actually injure their business.

There is no law to stop any producer from equipping a retail market and selling his products. The law permits any dissatisfied retailer to cease retailing and go into raising livestock. But to avoid the necessary waste which is bound to follow such hasty decision, it would prove more profitable to both to sit down at a round-table discussion, lay their cards on the table face up and discuss those problems of mutual interest with all sincerity. Instead of getting closer together as years go by, these two branches of a great industry are actually getting further and further apart because of the lack of knowledge of one another's problems.

Supply Regulates Prices.

It is a human impossibility to maintain high livestock prices when millions of lambs are coming to market. The same is true of other agricultural products. Agriculture is recognized as the foundation of the nation and it is the duty of government to see that other industries properly fit in and harmonize agreeably with the "foundation."

industries properly fit in and harmonize agreeably with the "foundation."

The high market of 17c lb. for live lamb last year evidently so stimulated lamb production that this year we have a "flood of them." One year ago when live cattle prices reached the peak of 17c on foot, with carcass beef ranging from 24c to 29c, there were livestock producers who were evidently making a profit of \$150 a head. I question whether a packer or retailer made a dollar that summer, but they did not rush to release stories for the press that told the world the producers or farmer were neting from \$100 to \$150 a head on their cattle.

There may be vast production in one section of the country, but concentration, processing, transportation, storage and distribution necessary for consumption in a far-off section of the land add costs that can not be avoided. Certain merchandising handicaps have made the business operation of packer and retailer uneconomic. The nation as a whole is suffering from this false idea of economics.

Survival of the fittest does not apply to the meat industry under present conditions and circumstances. Much criticism is given to too many retailers, too many packers, too many this or that. Numbers can be eliminated, but not under present methods. Reports are current of an organization in the making that will have 200 chain systems. A group so powerful could, if they used their power in driving hard

bargains, disrupt the orderly marketing of the entire industry unless their policies were legally supervised. Nor would such pooling prove to the best interests of the nation.

A Remedy for the Situation.

The meat industry holds the power to eliminate the unscrupulous. The industry holds the power to equalize livestock prices, to advance trading where buyers and sellers and even the products of purchase need not be present. The industry holds the power to make shipments to market of only such cattle and in such numbers as required by consumer demand. The industry holds the power to satisfy the everlasting question of why the producer receives so little and why his products are so high in comparison when they reached the consumer.

To reestablish prosperity in the meat industry and get away from the periodical outbursts of livestock producer, packer and retailer, which in turn prove



CHESTER G. NEWCOMB (Lake Erie Provision Co., Cleveland, O.) Vice-Chairman of the Institute.

a boomerang, an important step is necessary. There appears to be some timidity or fear in the meat industry to clean house. Livestock men hold their conventions. Retailers hold their conventions. Resolutions are passed, and behind a friendly attitude can still be seen a screen of suspicion and distrust. There is no reason why the livestock producer, the packer or manufacturer, and the retailer should not be entitled to a profit and a fair return upon investment. And for that matter their conventions could be held jointly.

The meat business is one you can learn only by experience, because no one is qualified to fill any position capably until he knows the problems involved and demonstrates sufficient ability to master them. Consequently it takes years of persistent endeavor to

qualify, but we have reached a point where decreasing prices are dissatisfying to producer, while rising prices are the signal for light consumption and dissatisfaction on the part of the consumer. But getting together to discuss matters seems the most difficult problem.

The meat industry while keeping step in the world's rapid march, has been backward in one progressive step. That is standardization of grades, one of the prerequisites of greater return to producer and more economy to consumer.

In the resuscitation period,—this is the best word I can find at this time—the meat industry, to avoid worshiping the false God volume with no profit, to obliterate the memories and effects of wild speculation in stocks at 17 to 37 times their dividend yield, has only to take advantage of facilities at hand and request the Secretary of Agriculture to call a conference of the meat industry. This should not be for one branch but all branches. Thus can the meat industry be the first of all industries to lead the way back to stability and good business. This can be done irrespective of result in pending litigation. We stand ready to cooperate with you in any move for the betterment of the industry. A move of this kind is not altogether for today but for the future peace and prosperity of the nation.

Gold and Silver Buttons Awarded.

CHAIRMAN SNYDER: We are very nearly back on schedule. The closing item is necessarily a brief but interesting one—the presentation of the gold and silver buttons for fifty and twenty-five years of service. R. S. Sinclair, president of the Kingan & Co., Indianapolis, will make the presentation.

R. S. SINCLAIR: It is eminently fitting that we pause a moment thus early in our convention hours to consider those who through years have shared our work and carried with us the burden of it through the heat of the day. In thus honoring them we honor ourselves.

To have served an industry 50 or even 25 years indicates a service well done. Consistency is a virtue of rare quality these days. Satisfied, interested, perseverence accomplishes infinitely more than vacillating, seeking of the momentary advantages that may appear in the mirages of far away green fields. We honor those who have stuck.

But there is a peculiar reason why we should honor our veterans in this industry. It was in their minds and in their experience that until recent years the methods and theories of the practical operations of the business were established. They formed the department of research, and following empirical methods of trial and error developed without always knowing why, fairly accurate systems for the operation of the industry. In their minds was stored the knowledge of these systems and in years gone by much that they knew was lost when they were taken. To some of us they have been teachers—intimate friends to whom we look up with true affection and respect, and to whom we owe great debts for knowledge and some skillful understanding of our tasks.

What packing company whose history extends with the years does not have those among their employers who are looked upon as authorities because



MEN WHO HAVE HELPED AND ARE HELPING TO MAKE PACKINGHOUSE HISTORY

MEN WHO HAVE HELPED AND ARE HELPING TO MAKE PACKINGHOUSE HISTORY

A.—F. C. McDowall and Wm. J. Foell, Foell Packing Co., Chicago. Meat canning leaders.

B.—T. W. Taliaferro, president Hammond Standish, and George Marples, Cudahy export manager, recall the old days.

C.—In the "new era." Geo. Hoerter of Armour talks meat merchandising with Col. C. O. Sherrill, vice president of Kroger.

D.—Oscar G. Mayer and Arthur D. White, leaders in industry effort for a decade.

E.—L. E. Dennig, St. Louis Independent Packing Co., and Jay C. Hormel (himself), the apostle of progress.

F.—Sinclair's new president, Col. W. R. Grove, and Ye Ed used to be cycle-riding chums way back before either had ever heard of a packinghouse.

G.—William Rupprecht, Chicago, and John Krause, Elgin, Ill., discuss "make right."

H.—F. H. Knief, Wilson accounting expert, talks it over with vice president C. D. Middlebrook.

I.—Among the younger generation, F. M. McNeff, Arizona Packing Co., and Glenn McKnight, Armour and Company.

they have carried the same responsithey have carried the same responsi-bilities these many years? How often, when difficulties arise, we want to know, even in spite of more scientific knowledge, what Joe or Frank or Mike or Pat has to say about it. These were the pioneers who with crude instru-ments blazed the trails for us, who though no keener, yet go forward over high roads through the country where

they led the way.

To many who have served this industry these fifty years, but not forgetting those who have also served as faithfully but whose thread of life has broken before they have served thus long, we give honor. Many are still serving and will serve honorably. To all we give our thanks and our respect, and hope for them many happy years of usefulness and joy in the knowledge of tasks well done.

To those who have served but 25 ears we say well done. The mantel years we say well done. The mantel of responsibility will fall on you more and more in the years to come. As you honor it will this business be honored in the world.

To all of these we give as an organization these gold and silver buttons. Gold to those who have served the industry these fifty years. Silver to those who have served it twenty-five. May these buttons tell you of our honor as you wear them during the years to come, and carry with them a real joy and inspiration! To all of these we give as an organi-

Gold Buttons Awarded.

The following thirty men will be awarded gold buttons for fifty years' service in the packing industry at this year's convention:

Frank E. Allen, Wilson & Co., Inc.,

Frank E. Allen, Wilson & Co., Inc., Cedar Rapids, Ia.
Nick Boos, Wilson & Company, Inc., Chicago, Ill.
Frank Bugman, Hygrade Food Products Corporation, Klinck Division, Buffalo, N. Y.
John A. Dickens, The Layton Company, Milwaukee, Wis.
Andrew G. Duffy, vice president, Duffy & Bros., Inc., Philadelphia, Pa.
G. Eckman, Wilson & Company, Inc., Chicago, Ill.

Chicago, Ill. Al Emerson, Wilson & Company, Inc.,

Oklahoma City, Okla.

George Gilbert, Wilson & Co., Inc.,
Albert Lea, Minn.
Walter Hamilton, Alamo Dressed
Beef Company, San Antonio, Tex.
John Harks, The Layton Company,
Milwanker Wis

John Harks, Inc. Layton Company, Milwaukee, Wis.

Eugene Hermann, Oswald & Hess Co., Inc., Pittsburgh, Pa.

F. C. Holder, Swift & Company, Chicago, Ill.

John Morris, The Rath Packing Company, Waterloo, Is.

pany, Waterloo, Ia.
John Ruzek, Armour and Company,

Chicago, Ill. Sim Twedell, Geo. A., Hormel & Co., Austin, Minn. Edward Wood, Swift & Company,

Chicago, Ill. Charles Heitzeberg, St. Louis Inde-pendent Packing Company, St. Louis,

Michael Quinlin, St. Louis Inde-endent Packing Company, St. Louis,

Thomas W. Taliaferro, president, Hammond Standish & Company, Detroit, Mich.

Matthew H. Hogan, Kingan & Company, Indianapolis, Ind.
Michael Reddington, Kingan & Com-

pany, Indianapolis, Ind.

James Sanders, Kingan & Company, Indianapolis, Ind. Martin O'Toole, Kingan & Company,

Indianapolis, Ind.

Charles O'Donnell, Kingan & Company, Indianapolis, Ind.

Chat Bryan, Kingan & Company, In-

Chat Bryan, Kingan & Company, Indianapolis, Ind.
Daniel Daly, Kingan & Company, Indianapolis, Ind.
Michael Kinney, Kingan & Company, Indianapolis, Ind.
H. McVey, sr., Kingan & Company, Indianapolis, Ind.
Horace Nutt, Kingan & Company, Indianapolis, Ind.
James Lyons, Kingan & Company, Indianapolis, Ind.

James Lyons, Kingan & Company, Indianapolis, Ind.

Other Buttons Awarded.

During the past year the following men have received gold service buttons for fifty years' service in the packing industry

David C. Hedge, F. A. Ferris & Co., Inc., New York City.

Harry R. Wakefield, Swift & Company, Chicago, Ill. The two men mentioned above will

receive recognition at the present convention of the Institute.

In addition to the 32 men above mentioned as having completed fifty years of service in the packing industry, there are approximately 1,400 men and women who have been reported to the Institute as completing 25 years of service and therefore, eligible for a silver service button. Because of the large number, it will not be possible to award these buttons individually at this time. They will be sent to the various companies for distribution.

Including those added this year, the list now contains the names of over 200 fifty-year men to whom gold but-tons have been awarded, and over 9,000 twenty-five year men who have received silver service buttons. If there are any of those whose names have been read in this list who are present with us, I

will present these buttons here.
(The meeting adjourned at twelve o'clock.)



HONORED OLD TIMERS R. S. Sinclair, president of Kingan & Co., Indianapolis, presented gold and silver buttons to the 50 and 25 year men.

Second Session

Monday, October 20, 1930.

The second session convened at two o'clock, A. T. Rohe, Vice-Chairman of

the Board, presiding.
CHAIRMAN ROHE: I have the
pleasure of introducing E. S. Bayard,
Editor-in-Chief, Capper-Harman-Slocum, Incorporated.

Trends in the Livestock Industry

By E. S. Bayard.

I want to congratulate you on the things Mr. Woods brought up this morning. By the way, he covered about everything that I have to say about the better spirit between the processors and producers of livestock. There was and producers of investors. There was a time, and that not so long ago to one who has been in the game as long as I have, when the producers regarded you fellows as their natural enemies. They thought you were like the meanest man—who would take the ball away from a crippled tumblebug and start it on the wrong road home. That is the way they regarded you in those days.

Now producers are beginning to see. I say they are beginning to see, but they don't all see it all yet, that you are, as Mr. Woods said this morning, a part of their business and they are a part of your business. They need you for the preparation and distribution of their product. They are beginning to see some other things. They are beginning to see that they can not get good service from busted transportation companies, that they can not get good ma-chines from decrepit manufacturing companies, and that they can not get good distribution of their products from weak

and wobbly packing companies.

They are beginning to realize these things. They don't fully realize them. Neither do you fully realize all of the problems ahead of you or you would not have an Institute and maintain it at a cost of several hundred thousand dollars a year. But it is to your credit that

you are considering these matters.

I want you to know that the producers are with you as they have never been before. I think I can speak for a pretty large group of them.

Producer Sees Packer in New Light. I can talk freely to you, I feel, too, because I have been your friend for a good while. In past years I have taken many a bump on your account from fellows who thought all of the packers were what I described them a while ago. I have tried to be fair with your industry, but I have received a good

many bumps on account of it. One fellow, I remember, wrote me a very violent letter with a postscript on the end of it. Our office at that time was located in Shady ave., Pittsburgh, Pa. His postscript ran like this: "P.S.

Shady Avenue is a proper location for such a sheet as you publish."

I hope I can talk plainly to you so that you will understand what I have to say. You know, I was out here in Chicago in 1893 at the World's Fair. There was an Irish woman who went out there and saw the orang-outang. She said she had seen the orange out-

when cattle and sheep took the place of the buffalo and the antelope we built

up a great range industry which included horses and which we thought would endure. It has not endured. A large section of it is farming territory. People have learned to farm on what was once called the Great American

Livestock Production Will be Ample.

Will these farms produce more or less livestock than the ranges produced? You are interested in that question. I can assure you they will produce more. All of these changes going on now mean more livestock and not less. With the smaller holdings we will have a higher percentage of reproduction, fewer losses, and less interruption in growth than we had under the old range conditions. And in the same area we are going to produce a great deal more feed than we had under the old conditions. That means more livestock.

I mentioned horses a moment ago. The Secretary of the Horse Association of America estimates that 55,000,000 acres of farm land—not range land—that used to be devoted to production for feed for horses is now available for the production of feed for other animals. There are only two kinds of ani-mals that can use it. These are meat

and dairy animals.

There is another influence. This is the influence of science. Scientists are pretty cautious fellows. They do not pretty cautious fellows. They do not like to make broad and positive statements for fear somebody will "call" them. Nearly every scientist leaves a hole in the shape of few "howevers" and "whereases," by which to crawl out. I remember a fellow in Washington who got out a bulletin on fish, and in it he said "Fish live largely in streams and other waters." This, I thought. was a rather conservative thought, was a rather conservative

Science Aids the Producer.

I do not have any such limitations. I can go ahead and say what I please.
As I say, science has had a wonderful
effect on production. We have not yet
felt it all; we are still progressing.

The tick is almost a thing of the past in this country. Cholera has been reduced, although not entirely conquered. Tuberculosis is on the wane. quered. Tuberculosis is on the wane. Both external and internal parasites are being very much reduced. We know how to deal with them now. It is only a question of getting people to apply the remedies.

Another influence of science towards better breeding, better feeding, and more economical production. You all know about early maturities. Fourall know about early maturities. Four-and five-year-old steers go along with the aged hog and the wether. I believe you called the young hog this morning a meat-type hog. All of those things are in your favor, as well as in the favor of the producer. You can sell more of the better meat than you can of inferior meats.

And with our experimental stations schools and colleges, and our boys' and girls' clubs (600,000 boys and girls in clubs) in production, with an agricultural expert in every county—and I must not omit the agricultural press, -and I although I just modestly shove that in —our future production of meat animals is assured.

No Hog Shortage in Sight.

Do not let anybody tell you there is going to be a hog famine or a cattle famine or a lamb famine or any other

kind of meat famine in this country. No matter what the census says, we are going to produce enough of them, all we need. And all we need to do is to get enough money for them to allow us to keep on producing. That is our business, and we are going to carry

This year's production of meats will be short. We have had a dry time. It is said that all signs fail in a dry time, but this sign I do not feel will fail. But do not take this year as typi-

Down at the Ohio State Fair a fellow told me that he had frogs in his community that were five and one-half months old that had never learned to swim. It has been an extraordinarily

Another man said he had to prime his hayrack with baled hay before it would rake up his hay crop. Another fellow said that the hogs had to be soaked in the river to make them hold

soaked in the river to make them note slop. It has been awfully dry.

With science and practice together, I just want to call your attention to this one thing here. We have a great shortage in the corn crop, but the shortage in the corn crop is not going to wake a corresponding shortage in the make a corresponding shortage in the hog crop, because we have learned to substitute other things for corn. Every-body expected a flood of pigs and light hogs to market, but where are they? They are out on the land growing into hogs on oats and wheat and barley. That is where they are. And I think before the season is over you are go-ing to get all you want of this meattype hog.

More Dairy Cattle Will be Marketed.

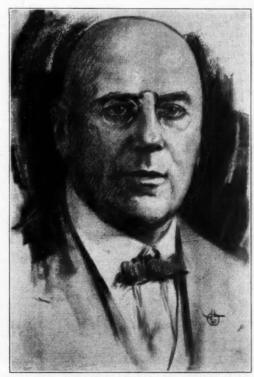
More Dairy Cattle Will be Marketed.

I want to call your attention to another development of quite recent origin. This is the futures hog market. One of the things you all want is greater stability in the price of your live animals. One of the things that the producer wants is greater stability in his market prices. This experiment that has been undertaken in the futures market I believe deserved your supports. market, I believe, deserves your support.

Let us call it an experiment. Let us not say that it is bound to be a success. But if the producers and the packers both use it, it is bound to be a stabilizing influence on the price of hogs. It can not be otherwise if you both use it. If neither of us use it, of course, it is bound to fail.

There is another matter I want to There is another matter I want to call to your attention. This is the increase in the dairy business. In the future the packers are going to have to handle a larger and increasingly larger number of dairy bred animals for meat purposes. I am a breeder of beef eattle and I know where the good beef cattle and I know where the good beef is coming from. It is coming from the beef breeds, but nevertheless we are going to have to handle in the future an increasing number of dairy animals.

Since I have been in this game, the dairy industry has extended tre-mendously from the Ohio River west. There was comparatively little when I first went in—I am older than I look—west of the Ohio River. Now it is a great industry, and it has taken up and encroached on the beef terri-tory more and more. And the packers are going to have to handle more ani-



HE SPOKE FOR LIVESTOCK PRODUCER E. S. Bayard, Editor-in-Chief of the Capper farm publications, talked on livestock trends.

mals of dairy blood, which means more animals of ordinary and inferior beef quality. I think there is a subject to which you may well devote a great deal of study.

Sheep Are in Excess Supply.

Here is another one just like it. Sheep are selling today—the best wethers— at a price that allows you gentlemen to put them on hooks at 10c lb. or less. We need a tremendous ewe flock to supply this country's great and growing demand for lamb, yet you can not sell these sheep carcasses. They are wholesome and good meat and popular meat in some countries, but our people demand lamb. It takes a great ewe flock to produce the lambs that our people demand every year. What are we going to do with the discards and the aged ewes from that business, if this demand for aged mutton keeps on wan-

I have seen the top-notch sheep selling this year at \$4.00 per hundred on the market and nobody wanted them.

It is a noteworthy fact, however, that in all of the trends of the past in the livestock industry, they have been in favor of the producer and in favor of the packer. All of the trends that I have mentioned thus far have been in favor of the producer. He can produce the young and light animals cheaper than he can the aged animal, the heavy animal that we used to have. All the way along it has been in favor of the producer and I think it will continue.

Inspection Should be Universal.

There is only one influence that I can see that is not in the producer's favor at the present time. That is the higher price of feeds. But who raises the feeds? He does.

Mr. Woods brought up the matter of meat inspection. That is a matter in which the producers have an interest the same as you gentlemen. I want to make this suggestion: If meat inspection is sound policy for those engaged in interstate trade, it should be generally applied, so that the man of honor is protected from the unfair competition of the man who operates regardless of the health of the public.

I do not say that anyone here is doing this. I do not think that kind would come here, but I say that in the interest of the public, and not only in the interest of the public but in the interest of the producer, it is necessary to insure the highest possible degree of public confidence in the product of this industry of yours. And that can not be done without some sort of inspection comparable with federal inspection. We are interested in that just as much as you are, because we want the public to have the utmost possible confidence

I would like to express my opinion of some of the physicians who tell people that meats are no good. My wife's that meats are no good. My wife's doctor told her she could not eat filet of beef. I don't believe he, or any man, knows that filet of beef is any worse for any woman than any other kind of beef. That is the kind of stuff that your industry has had to contend with. I am mighty glad to see some of these demonstrations you have put on. We are just as much interested in meat consumption as you are.

Producers Ready to Cooperate. We believe that you should knock out these fellows who misrepresent



WOULDN'T LET HIM LOOSE

Though he has disposed of his meat packing interests, Albert T. Rohe of New York, retiring vice chairman of the Insti-tute, was unanimously elected an honorary member of the organization. Deserved recognition for "Prince Albert."

your product, who say it is not health-We know the people who have done things in this world are the meat eaters of the world.

Another trend of this industry was mentioned by Mr. Woods—cooperation with those in both ends and the middle of it. It is astonishing to me how busiis learning to cooperate. gentlemen are living evidence of it.

I had another very striking example ast the other day. The Monongahela just the other day. The Monongahela River got so low they could not float the coal down to the big steel mills. One of the electric companies had a dam which impounded an enormous amount of water. What did this electric company do? They released that water, so the coal could float down to the mills. And another electric company made connections, so that they could take up the load of the first electric company in case it should be necessary. That is the kind of cooperation we are having. And the bigger the business and the broader the men the more of that cooperation we have

The producers are ready to cooperate with you in a meat consumption campaign. I do not think there is any question about it and I hope you will take it up and consider it.

Twenty years ago I proposed this matter of cooperation of a meat campaign to a packer and he said: not get together with the other packers In the present state public mind if I get together with them on any subject we will be accused of collusion to fix the price of meat contrary to the interests of the consumer. We are accused now of control: we are accused of everything. I do not dare to get with them."

Government Interference Costly.

That state of mind has passed away. We are on better terms than ever be-

fore. A lot of us producers are going down to Washington as witnesses for some of you. I have been a witness myself in some cases. I don't know that I was any good, but I was a wit-

As business men I can not refrain from calling your attention to another matter that I think concerns all of us. That is, the trend towards greater and more destructive governmental inter-ference with business. I think we ought to learn something from the experience of the world. Australia's so-cialistic tendencies have resulted in financial difficulties. Australia today has the lowest credit of any of the British dominions, not even excepting

The British experience with rubber, Brazil's experience with coffee, and the experience of the copper manufacturers just ahead of us ought to cause us to be awake to such movements as these. We should be too much awake to al-low laws to be enacted whereby our government can, if sufficient pressure is brought, interfere with business. Let us look at the result of interference with the grain and cotton markets. Our governmental agencies spend over a million dollars a month for carrying charges for between sixty-five and seventy million bushels of wheat and about 1,300,000 bales of cotton. This was bought with public funds and is carried at the expense of the public funds.

It is conceivable that the same gov-ernment agencies might, because of the authority that is there, interfere with your business if such an agitation would come about as we have had in past years. And it might do it with the use of public funds. As you know, the man who has to operate with commercial funds must always compete with public funds at a serious disadvantage.

Industry Can Look After Itself.

I want to say to you all that we are entering on a broad but wrong highway, and a dangerous one when we put gov-ernment into business, when we allow government to interfere with the freedom of trade, when we imperil, by bureaucratic interference or domina-tion, our open markets, the greatest commercial blessing that this or any other nation ever had.

We hear appeals every day to give the Federal Farm Board a chance. I say to you gentlemen that that is not the question. Nobody has any quarrel with that Board. Its members are carrying out—merely carrying out to the best of their ability—a law which contains provisions which should not be We are at fault and not they, if such a law exists. It is our fault if we go to sleep and allow such things to be enacted into law. It is not the fault of the Federal Farm Board.

fault of the Federal Farm Dourd.
Why give any board a chance to interfere with any legitimate industry to give any board the power to speculate to any unlimited extent with public funds? Why not, in the name of common sense, get back to the sound prinmon sense, get back to the sound prin-ciple of our fathers, whereby business attended the affairs of business and government attended the proper func-tions of government?

I hold it is a mistaken idea that agriculture is going to be benefited by

any such experiments. Agriculture will take care of itself if the industry is worth preserving. And so will the meat packers and every other great business take care of itself if it is an industry worth preserving.

I know an old man by the name of Gus who never had any backstraps or breeches on the harness. He said he would not give a darn for any horse that could not keep ahead of a buggy. I would not give a damn for any industry that cannot look after its own interest. I am not a bit afraid or concerned about agriculture not being able to look after its own affairs.

In conclusion, let me say this: Let us be patriotic Americans, no matter whether our country's difficulties are internal or external. During the War we all worked hard, made sacrifices, cooperated with each other, and did everything possible for our country. It is the same country now as it was then, and there are the same kind of people now as there were then. It is just as important to develop and bring the greater things into this country now as it was to save it then. Gentlemen, let us acquit ourselves like men in all our relations to our country and to each other.

CHAIRMAN ROHE: The next will be a talk by Howard C. Greer, Director, Department of Organization and Accounting and Department of Marketing, Institute of American Meat Packers, on the opportunity of members to improve the training of their personnel.

Improving the Training of the Personnel

By Howard C. Greer.

This section of the program is designated as the "Institute Plan Session." All of you have heard a great deal in recent years about the Institute Plan. From my own standpoint, I find it worth while to refer frequently to the original outline of that plan as it was presented to the Institute a number of years ago by Thomas E. Wilson, then President of the Institute. Mr. Wilson had a broad vision as to what this in-



PUNCTILIOUS AND POPULAR Howard C. Greer, Director, Institute Department of Organization and Accounting.

dustry, through organized cooperative effort, might accomplish for itself.

He set out in that first statement certain attainments which this industry might well strive to reach. I think it would be worth while for me to read to you very briefly from that original statement a paragraph or two of what he had to say on the subject of education and research, which are the topics about which I come to speak to you for a few moments this afternoon.

Mr. Wilson said: "In my opinion, the Institute ultimately should become an organization which shall be a combined trade association, industrial museum, research institute and educational institution. As an educational institution it should do at least three things:

First, provide broad but specialized collegiate education for young men intending to enter the packing industry; second, furnish special training to intermediate sub-executives (prospective departmental heads) of promise already engaged in the industry. As a research institution, it should develop and systematize a body of scientific and practical data for the service of the whole industry; carry on agreed researches into new scientific and practical problems common to all packers; conduct experiments on the extension of products and reclamation of materials; conduct merchandising surveys and commercial research work; discover waste and means of eliminating it; test materials and equipment offered to the industry."

Literature on Processing Prepared.

I have abbreviated some of those comments, but that is the gist of what he said about the educational and research program which he thought this industry might well undertake.

You are all well acquainted with a number of pieces of research work which have been undertaken by the Institute. I should like to speak to you briefly about one project which has been under way during the past year, and also more at length, if I may, about the educational work of the Institute.

Education in an industry such as this seems to me to require three steps to make it effective. In the first place, it is necessary to collect, to study, to work over, to consolidate, and to publish information about the problems and processes of the industry; to bring together in definite form and shape the materials which have previously existed merely in the minds of those who conducted and operated the industry. As the man said when he was talking about teaching a dog some tricks, "The first thing is that you have got to know more than the dog." Our first educational problem is the same one. Before we can educate anyone in this industry, we must know what there is to be known about the industry.

During the past eight years there



A TRIO OF OPERATING EXPERTS
P. A. Twiss (left), general superintendent, Swift & Co.;
R. C. Sims (right), superintendent Chicago plant; Donald Mackenzie (above), mechanical department head.



UNCLE SAM AT THE CONVENTION
Dr. John R. Mohler (left), inspection chief and trade practice umpire: E. L. Thomas (right), meats, fats and oils division, U. S. Department of Commerce.

have been developed, through the enthusiastic and generous cooperation of the members of the committees of this Institute, supplemented by the work of some of the people on the Institute's staff, a number of textbooks on the packing industry. When Mr. Wilson made that first announcement I referred to, there were almost no publications dealing with the practical problems, the processes, the methods and the procedures of this industry.

Now we have a series of ten volumes, each one dealing with some specialized feature of meat packing work. That represents a tremendous addition to our organized, published knowledge of how this industry should be and is operating. Most of you have seen those volumes and many of you have helped to contribute to them. They constitute the first step in this educational program.

Competition for Brain Growing.

The second step, as I see it, is the dissemination of that information among the people already in the industry, the several hundred thousand people who operate this business from day to day.

That work has been undertaken, partly through residence classes conducted at various points, partly through correspondence courses organized to reach that large group of people who are not able to attend residence courses. Many of you have had some contact with that work.

The third step in this educational program, it seems to me, is the bringing into this industry, as the years go by, the type of men who can be educated to carry on this business in the most effective and profitable manner. It is not sufficient that we simply engage in the training of the people already in this industry. We must assure ourselves—if the industry is to go forward satisfactorily—that we are bringing into its ranks, from year to year, the type of men that we want to carry on this industry in the future.

We have heard a great deal about what we called the "new competition" a few years ago. The thing that we have recognized, more and more, is the fact that we are meeting not a competition of packer with packer, so much as a competition of industry with industry. Believe me, that competition expresses itself in the competition for men to carry on the industry fully as much as it does in the competition for customers to buy the industry's products.

The Institute has undertaken, therefore, to bring into the industry the type of man that the industry wants and needs. We have made some progress in that direction.

Education for Employees Urged

Our correspondence courses, our evening courses, have enrolled altogether, something in the neighborhood of 2,500 men. In our residence school, which has been operating a shorter period of time, we have given a rather complete course of training to some fifty men, most of whom have taken positions in the industry, and many of whom have made substantial advancement and are already reaching positions of some responsibility in various packing companies.

That is the accomplishment up to date in the educational work of the in-

dustry, very briefly sketched to you. It may seem to you that I am getting a long way from my subject which, on the program, is designated as "An Opportunity for Members to Improve the Training of Their Personnel." To take just what I have been saying in a general way and make it more concrete, more specific, let me suggest, if I may, the following courses of action, which, it seems to me, represent opportunities for members of this Institute to improve the training of their personnel.

In the first place, I urge you to give attention,—not just a casual and passing attention, but a regular week-to-week, month-to-month, year-to-year attention—to this problem of education in your company. Out of the ranks of your company must come the men who are to manage that business in the future. It is in the interest of your own individual company, and of the industry at large, that those men he trained.

You cannot simply leave them to pick up what they may from the casual circumstances of their immediate occupation. Some of them will do it better than others; some of them with more curiosity, more persistence, and more energy, will find out something about aspects of the business with which they are not brought into direct contact. I think it is no more fair to expect a man to become an expert in the business in which he is engaged, merely through those casual contacts, than it would be to expect a man to go out into a rainstorm and come back a weather forecaster.

Good Material Should be Utilized.

We have to do something more than that. We have to make these men acquainted with whatever organized knowledge of this industry is in our books, in our research laboratories, in the minds of our speakers and teachers of packinghouse subjects. That organ-



B. C. DICKINSON
(Louis Burk, Inc., Philadelphia, Pa.)
Vice-Chairman of the Institute.

ized knowledge is being improved all the time. It is available to any one of your employees.

We have it subdivided into sections, courses—economics, packinghouse operation, merchandising, accounting, science, by-products—and we shall add to those things as we are able to get the material and as the demand for them arises.

That material is no good unless it is utilized. I urge that you, as executives in your companies, study your organization with a definite thought to the men. "What men have I here that are worth training? What sort of training do those men need?"

When you have answered those two questions (and answering them once is not sufficient; they must be answered repeatedly, over and over again), then communicate with us to see what we have to offer to those people. That is a start.

It is not necessary, of course, that all training be done through the Institute. We are attempting to further the training of men in the packing industry. We will do all we can to make that training possible, but you in your own individual companies can do a great deal that we cannot do. You can meet with these men; you can bring them together; you can talk with them about the problems that you have to face. You can inspire them; you can awaken their mental curiosity, their desire to learn and advance themselves in a way that we cannot do. All we can do is to offer cooperation in that undertaking. That is one of your opportunities.

Industry Must Go After Good Men.

The other one is the opportunity of bringing into this industry the men who will improve it and strengthen it—the best men that we can find in the group who are growing up and getting their training and entering, from day to day, into the industries of this country.

Where are those men to be found? Where are the future business leaders of this country to be found today? I think all of you, without much hesitation, can answer that question.

They are to be found, for the most part, in the colleges and universities. Many of them will be found in technical schools, training themselves for engineering, for science, for business. We want to reach out and get our quota of those men. How can we do it?

The Institute of Meat Packing is offering specialized training through the University of Chicago, attempting to bring in, from year to year, a group of men who will profit by that training and who will be good men for the packing companies when they have completed that training. We have some difficulties.

This competition that I spoke of is keener than you might imagine. If you listen to the men at the employment offices, you will hear that jobs are few and applicants are plentiful. That is particularly true, perhaps, this year. But if you will go out and tour the colleges of the country, as I did last spring, you will find that every wide-awake, progressive, enterprising industry is in search of college men,

and that either through its trade organization or through the individual companies in that industry, it is at-tempting to secure the services of these

Trained Men Fit in Better.

If we make no effort to get such men-and offer no means whereby such men may receive training for work in our industry; if we content ourselves with taking the men who are not willing to put in the time and effort which is necessary to complete a course of technical training, I think we shall lag behind other industries in the years to We cannot afford to do that. The packing industry is not an industry which can be run by men who have no particular competence, no particular native ability, and no particular training.

You will be approached, from time to time, by the Institute of Meat Packing with letters which say, "We have a class of men completing a course of study; have you a place for them in your industry, in your business, in your company?"

You may or may not have. When you do have such places, I urge you to think of us as a potential source of supply. If we can obtain the type of men that we think you ought to have, we will bring them to your attention. If we do not have in our residence courses the sort of men you need, we shall not suggest your consideration of them. If you will do that, we will put you in touch with some good men.

When they come into your organization, remember that they are, up to that point at least, somewhat better trained, probably of a somewhat higher mental caliber, generally speaking, than the average run of men who will come into your plants off the street. I do not, for a moment, pretend that all of these men will be superior to any that you can get anywhere else.

Some of them will prove disappointments, but taking them by and large, we are confident, from the experience of other industries, that they will be better men than the ones that we can get if we rely solely on chance to bring men to our doors, as applicants for any job that happens to be open. They will deserve your welcome, your en-couragement, your watchful observance of their development. We believe they will repay your interest in them.

Voluntary Meat Chains.

Just a word on the subject of the research projects of the Institute. E. L. Rhoades, Editor of Food Distribution, who was to follow me on the program this afternoon, is ill and unable to be here. He was to speak to you in some detail about a study which he has been conducting. As he cannot be present. I should like to spend just a moment or two in saying a few of the things that I think he might say about this study if he were here.

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The research program of the Institute is a broad one and it has been carried forward in a number of different fields. The studies which have been conducted through the Institute of Meat Packing have been only those which relate to the economic and the



WITH HER RIGHT AND LEFT BOWERS The Institute's famous woman packer, Mrs. G. H. Nuckolls of Pueblo, Colo., with sales manager Curtis on her right and superintendent Arthur Smith on her left.

merchandising or marketing aspects of interested in obtaining a copy now may the packing industry.

All of you will remember, I think, the study which was made by Mr. Rhoades a year or so ago on the subject of chain stores and their relation to the packing industry. It is important to the industry to know what is developing in the chain store field. It is important. I think you will all agree, that we realize as fully as possible what the nature of our relationship to those chain organi-zations is and is likely to be in the future.

Within recent years there has developed another type of organization, of which all of you have heard and with which some of you had direct contacts. This is the voluntary chain, so-called, an organization made up of a number of independent retailers who have banded themselves together for the purpose of obtaining for themselves some of the advantages which have previ-ously rested solely in the hands of the chains.

What is the relationship of the meat packing industry to the voluntary chain? What does that voluntary chain development mean to the future merchandising of meat products, both from packer to retailer and from re-tailer to consumer?

Voluntary Chain Growth Rapid.

Mr. Rhoades has spent about nine months in that study. He has com-municated with hundreds of voluntary chain organizations. He has written to several thousand newspapers to deter-mine something about the advertising and merchandising policies of those organizations. He has consulted with a great number of well-informed packing company executives about this prob-

What he has found out is contained in a bulletin of which I have a copy before me. It came off the press yes-terday. All members will receive a copy through the mail within the next few days, but those of you who are

today.

I should like to read you, if I may, the single page of "Conclusions" which Mr. Rhoades has inserted as the initial page in this study, because it will suggest to you some of his findings and opinions based on them. When you have read those I think you will be interested in following this thing through for the twenty or thirty pages of text and tabulations to find out how his conclusions were reached and are supported.

"1-Voluntary chains are approxi-mately as great a factor in the grocery trade as 'regular' ownership chains That may not be a surprise to all of you, but it was a shock to me when I first read that statement—that in the grocery field, voluntary chains are al-ready as great a factor as the regu-larly organized chain stores, which is an enormous factor.

"2-There are probably more meat markets in voluntary chain stores than in ownership chain stores." That is another thing worth thinking about.

"3—Voluntary chains are having great difficulty in introducing perish-able lines effectively into their system; these difficulties are similar to those experienced by chains a few years ago." I shall not elaborate on these conclusions, but leave you to read the bulletin and determine for yourself what the findings are.

Better Handling of Perishables Needed.

-Voluntary chains cannot be expected to meet chain-store competition over long periods unless they devise methods of competing more effectively in perishable lines." The inference is

"5-Meat packers, bakers, produce dealers and fruit and vegetable dealers have not become well acquainted with the principles involved in voluntarychain operation, and in most cases are



NEW ERA FOOD SCOUT

E. L. Rhoades, Editor "The New Era in FOOD DISTRIBUTION," told of possi-bilities offered packers by voluntary chains.

not cooperating very effectively with those groups.

"6-A large volume of the less perishable items produced by the packing industry is purchased through head-quarters by voluntary chains. Fresh quarters by voluntary chains. Fresh meats are most commonly purchased directly by the individual stores." You You observe that he has gone to some ex-tent into the actual methods in effect now and the tendencies which are in evidence.

"7-A few packers have experimented successfully with special dealer arrangements based on the voluntarychain plan.

"8-Central cutting of meats, and delivery of meats pre-cut to the retail stores, to the extent that it increases, will facilitate both chain and voluntary-chain trade in meat items." He does not commit himself as to whether that is desirable. He merely says it will facilitate the relationship.

"9-The personnel of wholesale grocompanies heading voluntary chains will have to be supplemented by greater skill in the handling of per-ishables before voluntary chains can hope to compete effectively in perishable lines.

My time is up. I have attempted merely to sketch for you, in a few words, some of the things which we are doing in education and in research pur-suant to that plan which was outlined so ably by Mr. Wilson a number of years ago, which was embraced so enthusiastically by the industry at that time, and which has been followed so diligently since then. I urge your continued interest in these two subjects, because I feel that they are of the utmost importance to the progress and future success of this industry.

CHAIRMAN ROHE: This branch of

the service that Mr. Greer and Mr. Rhoades do for the Institute is not in the limelight any more. Some of the members here probably do not get in touch with either Mr. Greer or Mr. Rhoades all through the year, but they do a tremendous amount of work and we want to say to you, Mr. Greer, that we know those who have heard Mr. Rhoades and feel the disappointment of not having him here, wish him well.

The next paper will be "Some Information about Lard from Research by the Institute and Others," by Dr. W.

Facts About Lard Developed by Research

By Dr. W. Lee Lewis.

It is not my purpose to discuss the economics of lard. I do, however, desire to venture two observations: First, so long as there is a shortening agent on the market that sells for a higher retail price than lard, there is work to be done. Second, so long as a competitive article sets the standard of quality by which lard shall be deter-mined in the public mind, there is a lard problem.

Does the solution of that problem lie in surrendering to the standards of the competitive article and making chemi-cally out of lard a new type of shortening, or does it lie in producing a quality lard that will stand on its own merits?

I may answer that by implication, but I should like more particularly to address myself to the next question: Has lard any good points that this same competitor may have overlooked and the packer neglected?

I gather the impression very strongly that lard has an inferiority com-plex, and I have been interested in looking up the literature to see whether that was justified. My conclusion is that it decidedly is not jus-

I want to speak very briefly of some of the good points of lard. First of all, I would speak of shortening. Lard has the highest shortening power among any of the competitive fats.

The principle of shortening is very simple: If you take wheat flour and water and mix them together and bake the resultant product, you get some-thing that is very hard and resistant. If, however, you work in a good short-ening agent, you separate the parti-cles of gluten, insulate them as it were, and when that product is baked, it is short or tender. That is the function of shortening in pastry and baked

Shortening Value Can Be Measured.

How are we going to measure that shortening effect? The best instrument that has been developed up to the present time is what is called a Shortometer. It is a simple adaptation of the principle that is used in measuring the strength of building materials by engineers. By that we measure the strength it takes to break a test cake or cracker. The test cake or cracker that breaks with the least weight is the shortest. So, by scaling down this large engineering instrument, it was possible to develop a Shortometer, which seems to be a fair measurement of relative shortenings.

The first man to use that, at least to publish it, was Clark E. Davis of the National Biscuit Company. He defined shortness, that is the shortest test cake, as that which required the least load to break it by the Shortometer. He did quite a bit of work and his conclusion is as follows: That in all the comparative breaking tests made on various oils and fats, lard is the best shortening agency. Some work best shortening agency. Some work has been done by Platt and Fleming confirming the same thing.

Such a study was also made at the University of Kansas by Kramer and Ahlborn, who also used this same Shortometer instrument. They found that lard had the highest shortening value, and if they gave lard 100 per cent as the highest shortening power and then distributed the others, they would look something like this: Lard, 100 per cent; lard compound, 95 per cent; all-hydrogenated vegetable 95 per cent; vegetable cooking oil, 88 per cent; oleomargarine, 77 per cent; butter, 76 per cent; nut margarine, 66

In the increasing order of the loads it took to bake these uniform test cakes or crackers, the University of Illinois did some perfectly impartial work on this subject. I am not speaking now about inspired sources of information. In Bulletin 47 of the University of Illinois, they say: "For plain pie crust, lard gives the tenderest and flakiest product.

Lard Is Superior for Pies.

I have seen some unpublished studies from the Department of Agriculture, the Bureau of Home Economics, in which they came to the conclusion that the softer lards have the greatest shortening power. I might say that a number of workers rather support that position.

A very interesting survey was made by the "Modern Priscilla." It received



CHEMISTRY'S WIZARD Dr. W. Lee Lewis, Director, Institute Department of Scientific Research,

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TALKING OVER MODERN TRENDS

Robert S. Sinclair (left), president, Kingan & Company;
G. F. Swift (right), vice president, Swift & Company.

WE CANNOT LET HIM GO
President Woods of the Institute (right) informing Albert
T. Rohe of his election as an honorary life member of the
Institute.

2,376 replies to a questionnaire sent out on the subject of baking materials. In the answers it developed that approximately two-thirds of those replying indicated that they used lard exclusively in making pies.

That little sample of consumer preference and this brief sketch of scientific opinion on this question of shortness, it seems to me, are mutually confirmatory and should help to dispel this inferior feeling that lard seems to have retired into against rather self-assertive competitive articles.

A second point very much in favor of lard is its flavor. It is distinctive in its flavor for sauteing, deep fat frying, and making certain types of pastry. It imparts a flavor to such cookery that places it without a rival, with the possible exception of butter, and butter is not competitive in that consideration because it is too expensive as compared to lard.

I have sometimes heard that the flavor of lard is not desirable in making bread. However, a great many of the best bakers claim they have built their success on using lard in making bread, and they maintain that it imparts to bread, when it is first cut, a certain aroma or flavor that is distinctly desirable.

Lard Makes the Best Bread.

Dr. Morrison, Director of the American Institute of Bakers, recently said in this connection that lard is the best shortening agent to use in making bread, and that bread prepared with lard keeps better and has a better texture.

Possibly, lard flavor is not indicated in the making of cakes, but if cakes get to the point where they are made on such a large commercial scale as bread is baked, it is perfectly possible, by deodorization, to prepare a neutral lard which will adapt itself to cake-baking and at the same time retain the desirable properties of lard.

desirable properties of lard.

Another factor that is very much overlooked and is quite in favor of lard, and which the competitive article would give a great deal to be able to reproduce in its product, is the plastic range.

2,376 replies to a questionnaire sent By plastic range we mean the physical out on the subject of baking materials. constituency that makes the shortening In the answers it developed that appears and different different temperatures.

You can take lard out of the icebox at 35, 36, or even 32 degs. F., and it is perfectly workable, because it is a semisolid. It is a mixture of a liquid and a solid over a comparatively long range of temperatures. Similarly, at summer temperatures, it is still solid enough to work, whereas an all-hydrogenated shortening is hard and brittle and not workable. It has to be warmed and put in a workable condition before being worked into the flour.

Since all these shortening products keep better at lower temperatures, it follows that this factor of plastic range, which permits keeping lard at a lower temperature and still having it workable, is distinctly in favor of lard.

Low Melting Point Fats Most Digestible.

Platt and Fleming, in commenting on the relations of certain physical properties of shortening, state that the melting point is a factor in shortening. Fats of such high melting points that they are perfectly solid, such as the completely hydrogenized cottonseed oils, cannot spread through the dough. The plastic fat tends to spread in fine layers through the dough without running out and will hold air better than the others.

In the field of digestibility, nutritive value, I think possibly lard has an edge. It is pretty well established, at least in science, that the lower melting point fats are more easily digested than the higher. Also, there are some very interesting things developing, part of which are being supported by the Institute, tending to show that lard possesses certain nutritive principles, certain essential nourishing factors, which are peculiar to it.

The impression has gotten abroad, to a certain extent, that lard does not keep well. The good grades of lard keep very well and quite adequately for all commercial purposes, and the good grades of lard keep quite as well as the competitive products.

I should like next to speak briefly on maintaining the good position of lard. Tying up with what I have said so far, I should say the first thing to do is to gather and disseminate this information on the good qualities of lard. We have lots of information there that we are not using and lots of information that would help the sales departments, due a great deal to the uniformity of lard.

A Uniform Product Desirable.

Probably the thing that is most desired is a more uniform product, a more uniform lard. That is the objection that you hear, particularly from the larger group consumers, such as biscuit and cracker manufacturers. They need a uniform product for the simple reason that the baker cannot standardize his operations on a product that varies too much from day to day and from week to week.

That question of uniformity is becoming, probably, of increasing importance in the household, because the modern young housewife has been trained in schools of home economics and she has been trained under a system of recipes. And a recipe, after all, is a set of definite directions for doing a thing in a prescribed manner, and that calls for very uniform ingredients. That is why a premium is placed on uniformity. That is one of the things to be striven for.

Your Committee on Shortening has attempted to aid in the solution of that approach to uniformity by setting forth certain standards which they believe reasonable and which they believe desirable as a start. It has suggested a maximum free fatty acid of fourtenths per cent for killing and cutting lard, five-tenths for prime steam and refined, an initial negative Kreis test, and bleaching reduced to the lowest commercial color feasible.

That is but a start. A comprehensive set of standards would include a great many things besides the ones I have enumerated. They would include, of course, color, odor, taste, texture,

stability, smoke point and moisture, as well as free fatty acids; but no one would have the temerity to try to standardize all those items. The Institute is attempting to make a start.

Step Toward Uniformity.

What do we expect in our different types in fatty acids and color? I suppose, broadly speaking, on the question of uniformity, there are three axes of arriving at uniformity first, by selecting strictly uniform fats. That is out of the question, because the raw material from which this lard a made simply does not run uniform, and it all must be worked out.

A second way would be by correcting the lard by chemical means, putting in hardening material, and so furth. That is chemically possible, but whether it is desirable it certainly is not feasible at this time.

No one has quite the information on process of chemical treatment of lard to bring it all to the same titer and other physical properties. That may be a possibility of the future.

We do know something about the tools to approach that condition. We now have the privilege of making caustic-refined lard which raises the smoke point. We know something about deodorizing the steam, a practical proposition that is desirable. To partially hydrogenize, certainly is not the solution, the one to be attempted at the present time, to make a new synthetic standard uniform chemical type of lard.

The third solution is by bringing all operations to the highest level of our best information. It seems to me that is the thing that can be done at this time.

Mixing Lards Lowers Quality.

One procedure that lowers the quality of lard more than anything else is the mixture of lower grade lards with higher grade. There is a certain amount of misconception regarding that. When you mix a lower grade with a higher grade lard you do not get a product which is the average of the two components by any means; you always get something that is considerably lower than the average of the two things that you have mixed, and there is a reason for that which is a bit technical but which must be understood by the operating man if he is ever going to make a quality product.

Very briefly, the reason is simply this: There are certain principles in chemistry called catalysts. They seem to be certain third parties to chemical changes. They accelerate them without themselves being consumed in operation. The one with which you are most familiar is, if you attempt to add hydrogen to raw cotton seed oil it will not mix, but if you put in a certain amount of nickel it will react. That is autocatalytic.

Some chemical reactions go faster and faster when started; they have an accelerating factor. Reactions of that kind seem to be catalyzed or have catalysts in the end products of the reaction. That is extremely significant. It means this: When large stocks are spoiled by a process of oxidation, the

oxidized products being these rancid



CHECKING THEM UP Morris Schaffner, of Schaffner Bros. Co., crie, Pa., keeps close track of his costs.

principles, action goes more and more rapidly. Consequently, if you admix good lard with a certain amount of bad lard you have added quite a bit of this catalyzing effect which knocks it down very rapidly.

Bleaching Lowers Lard Stability.

Bleaching should be reduced to the minimum. We have done a great deal of work on bleaching and we find invariably that it lowers the stability and it is a little difficult to see why this is. There probably is a theoretical reason. There is no question but that lard has in it two principles, one that protects it from oxygen and one that probably promotes oxidation.

While in general lard stands processing very poorly, and the more it is processed the more it deteriorates, nevertheless certain things we do seem to act selectively on these two principles and remove the protective principle and let the oxidation go on. Bleaching is one of the things that acts consistently that way. It is not desirable to bleach beyond an unnatural white and not beyond commercial standards, and, in general, deteriorates the cooking effect of the lard.

A very small amount of rancid lard will destabilize a large amount of good product by the introduction in this manner of the auto-catalysts of oxidation. For example, if storage tanks or shipping containers are not thoroughly cleaned before re-use, a small amount of lard that has previously gone bad may do great damage to a large amount of fresh product. Similarly, pickle fat and skimmings made into lard are well along the way to oxidation and should be worked up separately. They should be caustic refined if the lard is to be a sound product. If it represents a fat that has been in contact with the fat a long time and in contact with pickle and has undergone oxidation and ac-cumulated impetus to spoil, if that is dumped in with good lard without any preliminary treatment, there is a single quality of the two things you have

Metals Promote Oxidization.

Metals and metallic soaps are strong catalysts. They promote the oxidation

and spoilage of lard; therefore, the more lard that is piped around the plant from rendering through bleaching and filtering up to chilling over the roll, the less stable it becomes. If, in this piping, it picks up traces of old lard, this will knock it down out of proportion to the amount so mixed.

If we could use sanitary lines such as are used in dairy plants where you can take out sections of pipe and wash them properly, it certainly would be a very great improvement. These pipes should be as stort as possible, because unless they are, they offer a very great hazard because of the simple principle of poisoning our product, chemically speaking, introducing this catalizer through the process of picking up old material.

Lines should be as short as possible and constructed to drain well. Steaming is better than air in cleaning, but there must be no pocket where water gathers to form rust. This will react with the free fatty acids and result in salts and again catalize this oxidation.

Aerating in any manner while the lard is hot is to be avoided. Since the spoilage is oxidation, it means oxygen must be dissolved in the lard before the reaction can take place. Free fatty acids are distinctly undesirable because they lower the smoke point and that is mentioned very frequently in competitive circles—the fact that lard does not have quite as high a smoke point as some other competitive products. It is possible to prove that by caustic refining. However, this principle should be remembered: Lard with a low free fatty acid arrived at by a chemical method will never be as good a product as a lard that has the same free fatty acid content arrived at through careful handling.

Extreme Cleanliness Improves Product.

Moisture and fiber in the finished lard promote another type of spoilage sourage—and in general, the more lard is processed, pumped through pipes or held in storage, the lower its stability and general quality.

I wish I had time to give you the complete data concerning sampling of lard from point to point throughout the plant, so that you might see the steady drain on the vitalities as a result of these things we do to it.

In conclusion then, the immediate thing that may be done toward the solution of the lard problem is to tie in all scientific knowledge with operating; to use all of the tools available, caustic refining, effective chilling of the fats, extreme cleanliness in rendering, piping and storing, short pipe lines, preferably of the sanitary unit type, improved, attractive retail package, and finally, an educational program on the good qualities of lard, which are a result. Metals, lard already spoiled, bleaching agents, moisture and soaps hasten spoilage and are to be avoided.

In this manner even with the heterogeneous raw product, it is possible to make a high grade, uniform product that can hold its own even in highly competitive market.

CHAIRMAN ROHE: The next address will be the subject of "Current Trends in Business," by Mr. J. O. Mc-Kinsey, president of J. O. McKinsey & Company.

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Current Trends in Business ing services and even in executive positions who have attempted to tell us that good times are just around the

I am afraid that I shall disappoint you in at least two ways: In the first place, I am listed on the program to make an address. As a matter of fact, I never make an address. On my only attempt to do that, I gave a great deal of thought and time and attention to what I was going to say, in fact, I even rehearsed it before I said it. When the time came for me to say it I became so embarrassed I talked in a most informal manner, but she accepted me and we have lived happily together for a number of years.

Secondly, I shall probably disappoint you, because I shall probably not talk about what you think I should. In my younger days I used to be sufficiently egotistical that I would argue with program committees about the topics they assigned me, but in later years I have found that is useless. So I accept whatever topic they assign me and talk about whatever I please. Consequently, I do not expect to attempt to tell you just when your broker will cease to call upon you for additional mar-gins, and I shall not attempt to tell you when some of the stocks which are not paying dividends will be put back on the dividend basis. Neither will I attempt to tell you when you will be able to earn 20 per cent on the capital invested in your packing plant. I will not attempt to tell you these things, because I do not know, and, in my humble opinion, no one else knows.

We have had too much prosperity proclamation during the past year. We have had too many people in governmental positions, working for forecast-



ECONOMIST'S POINT OF VIEW J. O. McKinsey, president J. O. Mc-Kinsey & Co., Chicago, analyzed current business trends.

ing services and even in executive positions who have attempted to tell us that good times are just around the corner. Unfortunately, these proclamations have not brought increased sales or increased profits.

American Business Fundamentally Sound.

I do not know, therefore, when business conditions will improve, but there are two things I do know. The first is that American industry is fundamentally sound. It may be a considerable period of time before we will have another year which will correspond in volume of operations and profits with the first few months of 1929, which was the most prosperous period in the history of the world, but I think it will not be long until we will, probably, have a number of years which are more prosperous than the average of the past ten years.

As a matter of fact, I think very frequently we have misconceived ideas this year, because we are making comparisons of 1930 with 1929. In many cases those comparisons are very unfair. In many cases the volume of business which we are securing today and the profits which we are securing today would have been thought to be very satisfactory during the past ten years, but we have been living in a period of extreme business activity and many of us have become so accustomed to that it is hard to adjust ourselves to a change.

The second thing I think I know is that whenever good times come, whenever an increase in the volume of business comes, business firms which have studied the current influences which are affecting business and have adapted their policies and their organization and their methods to those influences will be able to capitalize most upon those good times.

It seems to me, therefore, that it might be of more value to many of us, if instead of worrying about when business conditions are going to get better, we would worry about how we are going to adapt ourselves to the present conditions, so as to secure the least harm from these conditions and to get ourselves in a proper position to reap the most from better conditions when they do come.

Depressions Test Executive Ability.

It has been my experience that many executives have used the business depression of this year as an alibi. In 1928 and 1929 many business executives were sure that the prosperity of their firm was due to their own efficiency, intelligence and ability. Many of them did not think that outside factors had much to do with it, but this year those same executives are sure that the decreasing sales and decreasing profits of their firm are due to factors over which they have no control and are in no way their fault.

We recognize fully that outside conditions do affect business, but those factors are always at work, sometimes to our advantage and sometimes to our disadvantage. But after all, the best executive is the one who can show his true worth in periods of depression rather than in periods of prosperity.

It seems to me that this year is serveing as a real test of the executive ability of the management in the United States, and that you can find many times that executives who were thought to be very capable two years ago are falling by the wayside now.

Therefore, it seems to me that we can gain more this afternoon during the brief time that I want to talk to you by directing our discussion towards those tendencies which are exercising an influence upon the business operations of this country and which will, probably, exercise an influence upon the method in which we operate our business.

Trends Hard to Distinguish av

It is rather difficult to talk about trends in business, because it is very hard to tell when a particular condition is a trend and when it is only a temporary situation. One advantage I have is that I cannot prove to you that the trends I am to talk about are right. On the other hand, you cannot prove that they are wrong. I want, therefore, to discuss briefly with you four trends, as I see them, from my contact with numerous business firms.

What I shall say will be based largely upon the contacts which I have each year with the business firms which are served in our office. I come in contact, directly or indirectly, either by direct work on the firm or in our office, with about 150 corporations a year. And what I shall say to you is the conclusions that I have arrived at from my contact with those 150 firms which we are studying from an analytical point of view.

The first tendency which seems to me to be significant is the tendency on the part of a firm to try to ascertain what their particular function is in their particular industry, to set up the objectives which they shall try to reach in terms of that particular function, and then to try to direct their efforts towards the achievement of those objectives. I think there has been too much of a tendency in the United States in the past half century for all firms to try to do everything that all of their competitors are doing. There is too much of a tendency on the part of each small firm to try to become a large firm.

Intelligent Selling Needed.

I think we are commencing to realize that not every firm in the packing industry can secure a billion dollars of sales a year just because there are two that secure approximately that amount. And we are commencing to realize in every line of industry that there are many small firms that serve a useful function, can operate on a profitable basis and sometimes more profitably than the larger organization, even if they do not continue to grow and become as large as the leader in the industry. I think we are coming to recognize that we no longer have the rapidly expanding market which we had in years gone by and that, therefore, every firm which started in the business could not expect to become as large as the largest one due to the increased demand for their products.

We recognize that there is a limit to consumer demand. Many times the

business firm can render better service and secure greater profits by a careful study of what is their particular place in the particular industry in which they are engaged and concentrating on achieving that place instead of trying to imitate some other organization.

In the same manner, I think business firms are coming to realize they can not sell everything which may be sold by some competitor, and that they can not sell to every customer who might be a potential customer for their product.

We have made studies of numerous manufacturing firms in the last five years with reference to the type of customers to whom they should appeal. We have not found a case in five years where a firm was selling direct to the consumer or direct to the retailer where they were not appealing to a great many customers to whom they should not attempt to appeal.

I could give you a great many illustrations. I have in mind one company where the president complained that the expenses of the company were too high, that the selling expenses had been increasing for a number of years and he could not understand why. A casual inspection of the company showed that they had 8,000 accounts. We immediately suspected that they were trying to sell to too many. An analysis of their accounts showed 55 per cent gave them only 5 per cent of their business, and that none of the 55 per cent gave them as much as \$500.00 a year. The average sale of the 55 per cent was \$200.00 each.

We could demonstrate mathematically to them that unless they sold as much as \$500.00 a year to a customer they were losing money in selling to the customer at all. Is it any wonder that the sales expense of that company had gone up?

Unprofitable Accounts Served.

A further study showed that the company was not selling the primary accounts or the best accounts in the cities where they were selling. Instead of directing their efforts towards getting the best retail outlets in the cities where they sold, they had sold to every Tom, Dick and Harry up and down the street, trying to increase their volume trying to maintain their past volume and to grow each year by that means. We persuaded them to discontinue some 3,500 of their accounts without appreciably affecting their volume and cutting out something like \$450,000 a year of their selling expense.

I could give you any number of illustrations of that kind. To illustrate the point, I want to emphasize that every company can not sell to every account which might be a potential customer; that every company can not sell every product which some other competitor might sell. There is a tendency on the part of business firms, a tendency which has been forced on them, to make a careful study of the type of customers to whom they can afford to sell. They are trying to select those particular customers which are prospects for them and to concentrate on getting the accounts they want to get and letting somebody else have those which are not profitable.

Many times we find small firms trying to spread out over a wider terri-



VETERANS OF MANY A CONVENTION PLOT

James A. Hills of Swift & Co. (right) and the Editor of THE NATIONAL PROVISIONER have burned the midnight oil like this at just about 25 packers' conventions.

tory. Many times they enter territories which they can not serve well because of the location of their plants, freight charges or because of peculiar competitive conditions. And in many cases, by restricting their operations to a smaller territory, concentrating on the potential business in the territories which they can properly serve, they can increase their volume of business and greatly decrease their expense.

The Customer Must be Served.

I have used sales only as one illustration. We might carry the same thing into the manufacturing field with reference to the types of products they manufacture, the varieties they manufacture, and so forth. I think there is a distinct trend towards analyzing and studying the problems of each individual business, in order to ascertain what is the specific field which that particular business should try to serve.

A second tendency which is very closely affiliated to the first is the tendency to recognize that each business is subject to a great many influences outside of itself and that its policies and methods of operations are influenced by these outside factors.

In the first place, we have come to realize the significance of the customer in determining what we should do. And we recognize that never before has the customer been so much the king. One reason for that is because in most lines of business we have greater production capacity than is needed. We scarcely ever come in contact with an industry where the production facilities of that industry could not produce far more than is needed. As a consequence, there is keen competition to meet the wishes and desires of the customer.

Many manufacturing firms have spent millions of dollars educating the customer to be dissatisfied with what he has. If you doubt that, simply look through the current magazines and notice the advertisements that appear there. You will find a large part of them trying to make the customers believe that what they now have is not

good and that they should have something that they do not have.

We are in a period of continuous, everlasting change, and the customer, more than any one else, is seeking and desiring something different all of the time. We have sufficient inventive genius in this country so that we are supplying something new continuously to meet the desires of the customer. We are spending millions of dollars in order to try to persuade him he should have something else.

Molding Public Opinion Expensive.

The point I want to make is that if that is true, as I think it undoubtedly is, we ought to spend more time in trying to find out what meets the customer's desires, what meets his wishes and what he will buy before we spend money in producing and in advertising the product. I do not want to get into any argument with any advertising men in this group, because I do not want, in any way to indicate that advertising is not advisable. But I do think advertising is less effective in molding the customer's ideas towards our product than it has been at certain times in the past.

And one reason for that is that if we produce a product which the customer does not desire, as some companies have in the past, somebody else will produce something that will make our product obsolete before we get them persuaded. In other words, there are so many developments, so many changes in products that no longer can we spend large quantities of money over long periods of time in order to change the fundamental ideas of the customer and make them meet with our own.

I learned a very simple and elementary principle of psychology from one of my clients, when the president of the company was speaking to his salesmen. He said, "In selling our product never try to make the customer believe that he is wrong; never try to make him think he should have anything except what he thinks he wants. First, ascertain what he wants, no matter what it

is, and then convince him that what you have is particularly designed to meet his wishes."

Surprises in Market Analyses.

There is a good deal of elementary common sense in that statement. Many firms today have found it wiser to spend money trying to find out what the customer wants than to spend the money trying to make the customer want something which the firm thought he might want.

Therefore, we come to the problem of market analysis, a problem of market research to find out, first, who it is who makes the decision concerning the product which is sold; who is it decides whether your product or your competitor's product is bought? If you have never given careful thought to that problem, and if you go in the field and make an analysis, you will find some great surprises.

We found, in the case of one customer, last year, that 50 per cent of the customers who were using this particular product could not mention the name of any brand of product in this field; that 50 per cent of those who could mention any particular brand could not tell what brand they were using on their machine; that 50 per cent of those who told us the brand they used were wrong. They were using something else.

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We found, in the case of this particular product, that it was not the consumer but the dealer who made the decision. If a reputable dealer handled any particular brand of this particular product he could sell it to the person who drove the automobile up to his particular place to buy this particular product.

Facts Valuable in Selling.

The first problem is to decide who makes the decision. I might apply it to your own industry. I wonder how many men in the United States who ate bacon for breakfast this morning know the brand. I wonder how many of those who do know had anything to do with deciding on the brand they ate.

I wonder in how many cases the wife, if she selected the bacon, went and asked for a particular brand; and I wonder in how many cases she knows whether she got the brand she asked for, and, if she did, if she didn't get it in a branded package. Therefore, it is worth while for us to give careful thought and consideration as to who makes the decision. Is it the consumer? Is it the dealer? Who is it?

Our second problem is to try to ascertain what factors influence that particular person in making the decision. Why did she decide in favor of one product as against another? Again, you will get some surprises. If you go in the field and ask the consumer or ask the dealer just why he handles a particular brand or product instead of some other particular brand or product, many times you will find that the reasons you get will be quite different from those your advertising manager, advertising agency or your sales manager thought were the reasons if they did not collect information from the field.

I am not implying in any way that the advertising is not necessary and useful. I do not reflect upon advertising at all. But I do say that before the money is spent to develop the product and before the money is spent in advertising the product, we should find out who it is who makes the decision and what are the factors which influence them in making the decision. The product can then be made to meet their desires, and advertising can be directed towards the specific people whom it is wanted to reach. It can present the specific arguments which will influence buyers in their thinking with reference to this particular product.

Business Problems Becoming More Complex.

There is a tendency to recognize that we cannot within the confines of our own business make decisions and force other people to agree with them, and that it is only by coming in contact with the consumer who, in the end, consumes our product, that we will know what to produce, where to sell it, what methods to use in selling it, and how to advertise it.

Another tendency which I think is quite apparent is the tendency to recognize that we should approach the study of business problems from a scientific point of view, to recognize that business problems have become so complex in the typical business, whether large or small, that we can no longer depend upon the experience of any one particular man or any particular group of men to make all of the decisions with reference to the problems which arise. The problems have become so complex that an executive, no matter how extensive his experience may be, cannot solve all



HIS SECOND TIME ON EARTH

Meet William Jennings Mullaly, once known as plain "Bill" Mullaly of the American Can Co., who has never missed a convention.

of these problems on the basis of what he has learned from experience.

It is necessary for us to analyze our problems, to find out what are the facts which should be considered in making decisions with reference to those problems. Then we must collect the right kind of information to be used in making decisions, and analyze and interpret that information properly. Then, in many cases, we must test out our decision before we commit ourselves to a long-time program. And one of the reasons why we have come to the conclusion that that must be done is that we have a different responsibility today from what many of us had in the past.

Business Responsibilities Have Become Greater.

All of us are familiar with the extent to which stocks have been distributed to the public. Many of us know of business firms which were formerly owned by a small group and where four or five men sitting down in the office represented practically all of the stock interest in the business. They could make decisions and take chances, if they wanted to. They were gambling with their own investment, their own capital. If they went wrong, there was no one to criticise them except themselves, and they had all agreed to it.

Today, with the wide distribution of stocks in many companies, executives have come to realize they have a responsibility to a large number of people. They can no longer take the chances which they formerly took. They no longer can gamble with other people's money to the extent with which they have gambled with their own in the past.

I have talked to presidents of companies who were worrying a great deal, because the profits had fallen off. In some cases the dividends had been passed, and letters came in from stockholders complaining because they had invested in these stocks and the dividends were not being paid. Their income has been decreased and they were in a pitiful condition. Many of these stockholders exaggerated the situation, but regardless of that, these executives felt a responsibility which they had never felt before because of that condition

Fundamental Problems Must be Recognized.

As stocks are more widely distributed the executive in the organization becomes in effect a trustee. He bears a fiduciary relationship to those stockholders, and regardless of whether those stockholders exercise their legitimate rights, these business men who fundamentally are conscientious and who are sincere in trying to serve the people who supply the capital with which they are operating the business, must take into consideration these conditions. They must realize that they must study and analyze their problems and base their decisions on fundamental information.

This means that each firm must consider what are its fundamental problems. It must consider what its policies ought to be. A policy is nothing more than a plan of action, but it must be decided what a plan of action is to be with reference to sales, production, finances and personnel. And in terms of those plans of action, which should

be based upon careful study, it must be decided what type of organization there shall be in order to carry those policies into execution.

Business executives are giving more time to questions of organization and personnel than ever before. They are commencing to think more seriously as to what form of organization they should have, in what way they can classify their activities and fix responsibilities so men may work more effectively. What type of men are needed for specific jobs? How many of the men do we have now who are fitted for the particular positions they are in? Is there some other place in the company where they can function better than they are now functioning?

Business Becoming More Efficient.

When profits were rolling in and sales increasing, the executives were inclined to be somewhat liberal with reference to men in the organization. They did not think so seriously with reference to questions of organization. They did not think so seriously with reference to questions of personnel. When sales are declining and profits are waning, they realize they must give consideration to those problems or somebody else will be checking them up as to why they are not operating the business more efficiently. They recognize they have a responsibility to their stockholders, the same as they have to their employes. Therefore, they are giving consideration to questions of organization as well as the question of policy.

policy.

And they are giving consideration to questions of method, to questions of procedure, as to the best methods of operating their business, so that it may be operated most economically and most efficiently.

We think this business depression is an evil, and yet sometimes I almost think it is a blessing. As I go about the country and see the improvements which are being made in business firms today—improvements which would not have been made if it had not been for this depression—I sometimes feel it is a blessing in disguise. And I believe that many of the things which business firms are doing today and many of the changes which they are making will enable them to earn greater profits when business conditions do improve.

Facts Must be Interpreted.

When I see the extent to which expenses have been decreased, the fundamental changes which are made with reference to policies, the improvement in the personnel of many of these organizations, it gives me confidence when looking towards what will happen when business conditions do become better.

Business men are approaching questions of policy, of organization, personnel and methods of procedure from the scientific point of view. This can be carried to extremes. After all, business is largely a matter of common sense.

Some one has said that an expert is one who continuously learns more and more about less and less until he finally knows everything about nothing. There may be some truth in that definition. But the business executive who is capable of holding his position should be capable of judging whether the expert advice which he receives is good



THOMAS E. WILSON
(Wilson & Co., Chicago)
Chairman Institute Plan Commission.

And after all, the information he gets and the plans and policies he makes will not be available unless he has the executive material or executive personnel that has the common sense and ability to interpret and apply it correctly in the management of the business.

Cooperation Trend is Growing.

The final tendency I wish to mention is the tendency towards cooperation—cooperation between competitors, between the management and labor, between business and government. I think that tendency is more in existence than may be apparent. There is a distinct tendency towards cooperation among business competitors. I have seen much evidence of that in the last few months.

When all were making profits they were inclined to tell their competitors to go where the snow never falls, but when profits fall off they often realize that it is worth while talking over certain problems with competitors, to recognize that a fight to the death is not profitable to either. On the other hand, they are recognizing at the same time that association and contact with competitors should be conducted in a fair, legitimate way.

They understand that we can not have a restriction of competition such as we had a few years ago when the government stepped in with a great many regulations which have been harmful to business. And I think business men are coming to realize they can, among themselves, solve many of the problems which some of the stringent laws of the past have been passed to solve.

I think, as time goes on, they will be able to convince government officials that they are able to overcome many of these difficulties which the government attempted to overcome by stringent regulation, and that government

officials will gradually come to realize they can not pass general regulations to apply to all businesses of all types in all territories and in all places.

Firm's and Workers' Interests Are Mutual.

And because there may be a violation of fundamental equities in some cases that should not result in an unfair restriction by governmental authority upon all businesses, good and bad. I think that as business men so conduct their affairs they will convince responsible executives that they can manage their affairs so as not to forget the equities of the consumer and the laborer, there will be less and less restriction of that kind.

Incidentally, I think the wide distribution of stock among people will have the same effect. As people become holders of stocks in large corporations they will not feel so kindly disposed towards the typical politician who is going to put all of the trusts out of business. Sooner or later the politician who always has his ear to the ground will discern that there are many of his constituency who do not want him to take the drastic attitude which has been popular in the past.

In the same manner I think that business firms have come to recognize that the interests of the worker and management are not fundamentally opposed to each other. I think we have come to recognize that the statement made on the first page of Samuel Gomper's book, written a few years ago, is not true. He said the interests of the capitalist and the interests of the laborer are in conflict, would always be in conflict, and were entirely irreconcilable. Labor itself has become better educated and recognizes that its interests are not adverse to the interests of management, and that the interests of management are not adverse to theirs.

Capital and Labor Closer Together.

I have seen numerous illustrations this last year of management approaching labor in a sensible and open way, putting their problems up to them, telling them what the difficulties are, and the need for savings and economies, giving them information with reference to their financial condition and why they must make changes. The laborers themselves would agree that such changes would be made. As time goes on, management and labor will be able to work these conditions and be able to accomplish many of the things which the labor unions thought they would force upon the management.

By cooperation between competitors and between management and labor we will be able to overcome many of the difficulties which the regulations of the labor union and the regulations of government have attempted to enforce in the past. In the same manner, as these things come about, there will be a closer relationship between the government and business which will be helpful.

The most urgent needs in business today are open-mindedness, the willingness to recognize that business no longer can be run on the basis of precedent, that it no longer can be run in the way in which it was run 25, 30

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or 50 years ago. It is only as the business man is able to adapt his thinking to changing conditions, his policies to his organization, his personnel, and his methods of operation to these fundamental changes that he will be able to prosper and to render the service which he wants to render to his stockholders, to his customers, and to his employes.

CHAIRMAN ROHE: We will hear from H. P. Henschien on the prize ideas.

Prizes for Practical Ideas,

H. P. HENSCHIEN: The entries which were received in this year's Prize Idea Contest rate very high in practical value, so much so that this year's contest is perhaps the best we have ever had since the Institute started eight years ago.

It is also interesting to note that a great many packing house executives sent in entries this year, men who are not too busy at their desks to find time for improvement in the plant.

We received 37 entries, of which two were eliminated; one because it was sent in by a manufacturer instead of a packing house employe, and the other because the Committee found the employe who sent it in was not entitled to the idea. From the remaining 35 entries we selected 10 as being of sufficient merit to be considered for award.

We awarded seven prizes; two were in fifth place, that is, of equal merit. We gave each of these two entries the fifth prize. We have also given 17 certificates of merit to entries which were not quite sufficiently meritorious to be prize winners, but still were very interesting and valuable.

Measuring Pickle Pump.

The first prize, \$250.00, was awarded to B. S. Harrington, Armour & Company, Chicago. He won the first prize year with an invention for a new pickle pump of great practical value. It is used for injecting pickle into pork products to be cured.

The pump will inject a fixed quantity of pickle into the meat, and the amount can be pre-determined according to the weight of the product to be pumped. It is a labor-saving piece of equipment which enables the operator to devote his entire attention to properly locating the pickle where it will do the most good. It is well worth your investiga-tion. I think a great many of them will be sold to the packers.

Brand Wrinkling Preventing.

The second prize, \$200.00, was awarded to an entry which was sent in jointly by A. D. Donnell and W. H. Coffin of the Rath Packing Company of Water-loo, Ia. They have invented a new method of branding cured meats before smoking. The invention consists of adding an electric heater to the ink brand by which the ink dries very rapidly on the surface of the meat. This prevents smearing or streaking of the meat after branding, and overcomes the difficulty which has been experienced with the present method of stamping.

Knocking Hammer Reduces Damage.

The third prize, \$150.00, was awarded to Frank Wagner of Wilson & Company, Oklahoma City. Mr. Wagner has



HE BUILDS FOR EVERYBODY H. P. Henschien, Chairman Institute Committee on Awards.

invented a new type of cattle knocking hammer. This has a hard rubber valve inserted in the head of the hammer. It is claimed for this invention that the percentage of damaged pates and damaged brains is reduced to a minimum. The reduction in practical operation is down to about five per cent, which is considerably less than the present practice using the iron hammer.

Ramp Built Like Stairs,

The fourth prize, \$100.00, was awarded to Harry D. Hunt of Cudahy Broth-Cudahy, Wis. Mr. Hunt developed and built a new type of live stock runway from stock pens to killing floor. It is designed on the same principle as a stairway with risers 3 in. high and 12 in. wide for hogs, and the same height and 16 in. wide for cattle. This makes an easy incline for the live stock to walk on and, no doubt, will be adopted as a standard type of runway for future installations.



SHADOWS OF THE PAST

This picture taken at the 1929 convention of Richard W. Howes of Swift & Co., who recently passed to his reward, and his lifelong associate, J. F. Smith of Swift, who missed this year's convention because of illness.

Improved Snout Puller.

There were two awards made for the There were two awards made for the fifth prize, each of \$50.00, one to John D. Dolzer of Hygrade Food Products Corporation, Wheeling, W. Va. His invention is a new type of snout puller. This does the work more rapidly and efficiently than the type made chine now in use.

Casing Cleaning Method.

The second fifth prize, \$50.00, was awarded jointly to R. D. Pulley and O. C. Waterman, Swift & Company, Chicago. They developed a new method of cleaning hog casings. It consists of alternately soaking the casings in hot water and then passing them through the stripping machines. This eliminates the need for soaking the casings over night and does the work more rapidly and efficiently than before, so much so that the hog casings department can complete its work in a couple of hours after killing operations are

It is customary to give a prize of \$100.00 for the best presented entry. This was awarded to Mr. William McDonald of Swift & Company, Chicago. The Committee was unanimous in vot-

Ine Committee was unanimous in voting for this presentation, and we want to thank Mr. McDonald for his carefully prepared entry.

It is customary, also, to award to the first prize winner Mr. Herrick's golf trophy, and this will go to Mr. Harrington.

The wise winner was the committee of the co

The prize winners were then introduced to the convention.

The meeting adjourned at four-thirty

Third Session

Tuesday, October 21, 1930.

The third session convened at 10 o'clock, Chester G. Newcomb, Vice-Chairman of the Board, presided.

CHAIRMAN NEWCOMB: Our morning program is divided into two parts: the first part, "Trends in Mer-chandising Meat"; the second, "Experi-ments in Merchandising." The first speaker of the morning is Colonel C. O. Sherill, vice-president, Kroger Grocery & Baking Co., who is acting in place of A. H. Morrill, president of the company.

Meat Merchandising Trends in Chain Stores

By C. O. Sherrill.

Examination of literature on this subject, articles treating of the meat industry in particular and in general and inquiry from experts throughout the food chain industry fail to disclose a single comprehensive idea as to any well-defined trend in meat merchandising in the chains. If there is any consensus among these sources, it is that there is no trend. Peculiarly distress-ing, therefore, is it to me, who only a scant six months ago donned the gro-cer's apron and took up the butcher's cleaver, to be asked to write on a sub-ject about which no one seems to have any clear cut ideas.

In endeavoring to see that which no one else can discern, it has been neces-sary to look carefully at the scope of the subject, "The Trend of Meat Mer-

chandising in the Chains." A trend is not a cause, it is an effect. It may in turn lead to an effect, but primarily it is the result of some other cause. In merchandising, that other cause is, broadly speaking, the customer demand. And the effect of this customer demand is a trend

when considering the trend in meat merchandising one's mind turns first and naturally to the much-discussed and experimented processes of frozen meats and chilled meats. Yet these, in their present condition, are hardly more than interesting experiments. They are efforts to create a trend and, therefore, in the discussion of the trend of today in meat merchandising, frozen meat and chilled meat processes must be discarded.

In my efforts to discover facts and methods which might indicate a trend, it seemed advisable and then possible to delve into the history of the development of the production and merchandising of meats, and catch the trend of this industry as it developed through the centuries. By catching such a trend, it could be projected into the present and the future, with the idea that the trends of the past might furnish a parallel for the trends of today. A glance at the facts of the past is interesting and indicative of what is happening at the present time.

The trends of the past do indicate

The trends of the past do indicate the trends of today and tomorrow, because trends in business do not just happen, any more than large rivers or bodies of water happen to flow beside large cities. The cities are there because of the water and trends occur because of the demands of the public.

Merchandise Must Have Eye Appeal.

These demands of the public are created in various ways—by economic conditions, by the necessities of war. by prosperity, by depression, by an increased understanding, by the public, of the dangers of germs and the advantages of sanitation.

The most striking development in demands of the consumer during the last decade has been the insistence on beauty and eye appeal. A little more than 10 years ago no one thought of the beauty of an automobile. Performance and price were the test. Today no one would buy the grotesque Ford of a few years ago, no matter how cheap or efficient it might be. In fact, the automobile buying public at the moment will often disregard price and performance for attractiveness of design and color.

Similar evidence of basic public demand for beauty is seen in the architectural designs of residences and office buildings of the present era. Literally an architect will not design an office structure today unless its outline is one of grace and proportion. The expense of the towered structure, silhouetted against the skyline of every large city is accomplished at a great expense and often with utter disregard of the utilitarian value. Contrast the hideous and drab structures of the Mid-Victorian era the aftermath of the corrupt, coarse and selfish period following the Civil War, with the beauty and color design of modern structures.

When I was city manager of Cincinnati, one of the things I was most anxious about was to get the city of Cincinnati to look attractive—that means, as you ladies well know, good



WEST POINTER IN GROCERIES

The evolution of C. O. Sherrill from West Point cadet to army engineer, to city manager of Cincinnati, seems to have qualified him for food merchandising. As vice president of the Kroger Grocer & Baking Co. he told the packers how they operate in this new era.

housekeeping. I made a great hobby of getting all of the unsightly rubbish and everything else off the streets, and by a continuance of effort to clean up this, that and the other, the city gradually took on a very much more attractive appearance.

But the public, I don't believe, really knew why the city looked better. It is simply good housekeeping, in getting rid of a lot of unsightly things. In the merchandising of meat, you gentlemen have taken an advanced position and are making it exceedingly attractive by doing a lot of little things, each of which adds, but each of which, in itself, is so small that the public would not notice it.

Thus do we have daily evidences of the beauty required to meet customer demand today in all sorts of merchandising, be it that of a great office structure or that of milady's pocket-handkerchief. But while these creations are evolved along the lines which have sight appeal, they are evolved in an increasing degree toward fixed standards of quality and style.

Food Legislation Not New.

Has this trend, caused by customer demand, found its way into meat merchandising? If so, is this trend distinct and in a different direction from that towards which the production and selling of meat has moved through the past centuries? Most of our basic principles of religious and political liberty, and our broad ideas of right and wrong have been drawn from old England, jolly England she was called in the twelfth century when she was preeminently a meat-eating and ale-consuming country.

It is interesting and perhaps instructive, when considering the present sub-

ject, to find that it was in the twelfth century in England that the honorable profession of butchering was first recognized by the chartering of a Butchers' Guild. The charter recognized that the skill and experience of certain artisans entitled them to preference in the slaughtering of cattle and the selling of meat. Previous to that time, the killing of meat animals had been an exclusive prerogative of the aristocracy under grant of the Crown, applying first to the slaughtering and selling of wild animal meat, and subsequently to the slaughtering and selling of domestic meat.

A century later the necessity of regulating the production and sale of meat was recognized in the English Food Law of 1266, which provided that the merchandiser of diseased meats should be fastened in the pillory and the malodorous carcasses which he had sold be slowly roasted under his olfactory organs. Here we see the beginnings of the stringent meat inspection of the present day.

Through the centuries the preparation and merchandising of meats has been subjected to ever increasing regulations, acquiring ever higher standards, culminating in the early part of this century in the Federal Meat Inspection Law.

Early Meat Plant Methods Crude.

Many a man, alive and active today can recall the methods used in killing, dressing and marketing meat when he was a boy. In those days anyone whose work kept him on the banks of Chicago's "old Bubbly Creek back of the yards" was not to be envied. The marvel was that he would hold his job, for where today a boulevard spans a huge tiled channel, a third of a century ago or so there ran a malodorous open sewer. It was then that the slaughter houses were comparatively small affairs, killing was accomplished by manual labor, and conditions surrounding production and marketing of meat were so unsanitary as to be scarcely imaginable by the modern hygienic mind.

The small butcher bought his whole or half carcass, carted it to his shop through the streets, uncovered and subjected to dirt and dust and swarms of flies. In his shop it hung, not under modern refrigerated conditions, but in the open store. There in the shop it was hewn and sawed into pieces, each butcher exercising such skill and individuality on the carcass as he might possess. There the cuts hung until the customer appeared, the flies were driven off, the cut put on the block, and the customer served by cutting off this, that or the other part.

Small thought was given to the protection of meat from infection. The germ theory was unknown, and the hands and tools of the butcher went their merry and unsanitary way, without regard to cleanliness or sterilization. The idea of glass cases, attractive cuts, refrigeration, complete visibility, sight appeal, were then almost as unknown as transference of sound by aerial communication.

Many is the time I have as a boy helped kill hogs at my father's small town home in North Carolina and helped the local butcher slaughter a steer in an open field with no sanitary facilities. Little did I expect then to come into the meat business by way of West Point, U. S. Corps of Engineers and city manager of Cincinnati.

Early Packer Had Vision.

But a half century ago, there was a glamour and romance about the cattle business. There were picturesque days of longhorn herds plodding in fogs of dust across the Great Plains towards great central marts, where the slaughterer took up the task and carried it through to the point where the carcass was ready for the retailer. Literally, as one of the great pioneer packers of those days said, "cut up the carcass and scatter the pieces," was the real motto of the slaughterer and the packer.

But out of those picturesque days, as always, there developed a few pioneers who caught glimpses of modern merchandising methods and who used them to some extent, although the glib phrases of today to designate those methods were entirely lacking. Among these pioneers was the first Swift who, born and raised amid the mosquitoes and fishy smells of Cape Cod, grasped in his young manhood the necessity in meat merchandising, of pleasant surroundings, good service and attractive appearance of the less popular cuts of meat.

He it was who put these basic principles of merchandising into effect, first in his wagon, as he peddled from house to house, and later in the stores over which he had control or exercised supervision. His vision and understanding of the psychology of the buyer caused a distinct step forward in the modern merchandising of meats. As ideas of sanitation spread, his standards of food production and merchandising were raised. Through the years, as competition increased, there was created by customer demand standards and methods of meat production and merchandising which were nothing more than refinements and developments of the beginnings made by Swift, the elder.

Only a few days ago I had the pleasure of taking a tour of inspections through the plant of Swift & Company, and was amazed at the sanitary and efficient methods in use. I now know where Henry Ford learned his methods of mass production of motor cars, reeling them off one a minute. He, however, so to speak, ends with the squeal whereas the packers begin with the squeal and end with a gorgeous array of packaged products appealing to the eye and enticing to the palate.

Three Trends in Meat Industry Growth.

As I scan the past and present and attempt to look into the future of the meat merchandising industry, there appears three periods of developments fairly well defined. The first was the slow process extending through the centuries when refrigeration and sanitation were unknown or were in their infancy. But the trend was always towards greater sanitation and a higher standard of excellency in the product as it reached the consumer.

The second was a much more rapid process of development and occupied the latter part of the nineteenth century and the early part of the twentieth century. Its outstanding development was the rigid inspection and control by the Federal Government of the interstate meat industry. Again the trend, with its causes in the public or customer demand, was towards better

sanitation and higher standards of haps those of us who have not been so quality.

The third period is that in which we are now living. It is not concerned primarily with the standard of killing and packing heretofore established. But it does make use of all of the carcass by presenting it to the customer in attractive form and with standards of quality and cuts, taking the meat from the producer to the consumer at as low a price and with as high a standard of quality and wholesomeness as is possible.

When we project the trends of the first and second periods into the third we begin to see with some degree of clarity the present and future trends of meat merchandising in the country as a whole and in the chains.

It is little wonder that the practical meat merchandiser of today has difficulty in visualizing any particular trend, especially in the chains. He has been so occupied from day to day with the necessities of his business, has been so close to the actual merchandising and been swept along so rapidly with developments, that he has not had the opportunity to stand on the outside and see what was really happening. Per-

haps those of us who have not been so completely surrounded by the details of meat distribution may have an observation point of vantage.

Chains Have Improved Selling Methods.

The outstanding development in the economic life of America in the last decade has been the growth of the chain store. It has furnished the one solution, not yet adequately worked out, of the difficult problem of distribution—of bringing the product from the producer to the consumer with one reasonable mark-up. Few will gainsay but that the chain has been in the vanguard of progress in improving merchandising methods. It can be asserted without fear of dispute that the chain will continue to lead, for the rest of our lives at least, in the march of progress in food merchandising.

progress in food merchandising.

If we visualize the future of the chain in meat merchandising, we visualize the most progressive steps that are likely to be taken. For the chains have followed the system of purchasing and selling for cash, of stabilizing the outlets of the producer, of turning over their capital at a previously unheard of rate, of furnishing continuous employment for the great bulk of their



THIS IS THE BIG FOUR OF DOLD

After spoiling two negatives the artist finally got "Bill" Price to keep still long enough to snap them as follows:

Lower right, President Edwin C. Andrews of the Jacob Dold Packing Co.; lower left, vice president and general manager W. F. Price; upper right, vice president Grant C. Talley; upper left, vice president B. A. Braun.

employees during 52 weeks of each year.

By their very methods they have been driven to find new, attractive, cheap and sanitary ways of servicing the public. They have been compelled to find new ways of merchandising without seriously increasing their overhead. Beginning with the sale of groceries, they have in recent years been forced to place on their shelves, produce, delicatessen and latterly, meats.

All the methods, economies, quick turn-overs, small margins of profit, learned in the hard school of grocery merchandising, they are now applying to the merchandising of meats. A glance at a few statistics will show the trend of the chains in meat merchandising.

Kroger, a pioneer in meat production and merchandising among the chains, now has meat departments in 2,963 out of a total of 5,187 stores. The Great Atlantic and Pacific Tea Co., adopting the meat department in 1928, had 1,000 meat departments. In 1929, it had 2,500 meat departments, an increase of 150 per cent in one year. We are informed on fairly reliable authority that the same chain is planning to add 5,000 more meat departments over a period of years.

Trend is Toward Food Store.

Safeway Stores had but 122 meat departments in 1927. In 1928, these had increased to 248, more than 100 per cent. In 1929, they had increased to 855, and at the beginning of 1930 they numbered 1,366.

These figures fairly reperesent one trend of meat merchandising in the chain store. It is towards the complete food market, including groceries, produce, delicatessen and meats. Some of the chains, endeavoring to improve their meat merchandising methods, have engaged not only in the final phase of the meat business, merchandising, but have engaged in the primary phase, packing and wholesaling. These phases or functions are really unrelated and involve entirely different processes and talents.

Production is a highly technical process and the chains are primarily engaged only in the business of buying and selling. It is for the packer to "get more out of a cow than she ever knew she had." It can be said with a degree of certainty that the trend of the chain is away from the production of its own meat, and the better the relations between packer and chain the quicker will this occur.

Bearing in mind always that trends in merchandising are caused primarily by consumer demand, we may obtain further light on the present-day trend in meat merchandising by seeing what the American public is demanding basically in merchandising methods.

Men Trained in Meat Cutting.

One of the great complaints of the American manufacturers has been that they have manufactured something and said, "Here it is, go and sell it," whereas the present tendency, and I think it is being followed by the meat industry, is to find out what the public wants and then manufacture it to fill that want. There is a very great difference in point of view, and I think is the one that we should work to, both



CHARLES E. HERRICK
(Brennan Packing Co., Chicago)
Director of the Institute.

in the distribution and in the manufacture of meats.

To the demand for beauty we have already referred. The handmaiden of beauty is attractiveness. It is clear that the trend is definitely towards attractiveness in the packaging and cutting of meats. Production of attractiveness involves the education of the meat cutter.

The Kroger company has recently established a school for meat managers. That is a full time course, half of which is practical in the butcher shops and the other half is theoretical in an educational form. We hope to turn out competent meat men in 16 weeks instead of the two years' apprenticeship we have had heretofore.

Education means taking him out of a former condition in which he was merely a butcher and advancing his skill until he cuts, dresses and packages meats in ways that produce an attractive package according to definite and accepted standards. This is the butcher's function and it is separate and distinct from that of the salesman who passes it out to the customer. This trend, if followed, may result in two jobs where one existed before.

True the occasional butcher of a gen-

True the occasional butcher of a generation or two ago did decorate his carcass with designs cut into the skin, but he had no glimpse of methods which would produce the cuts which in themselves would have an outstanding eye appeal.

Display Important in Merchandising Meats.

I think anyone who visits one of the great packing plants will see what a tremendous number of different kinds of attractive packages they have. The executive of one company continually warned me on one occasion that packaging costs money, and he said he didn't know whether they could keep it up or not on account of this expense, but I think he can, because the public wants meat in packages.

Hence the meat merchandiser of today, in the chain or out of it, finds himself trending toward attractive standards of cuts and accomplishing this by subjecting his butchers and meat cutters to well-planned and comprehensive courses of training.

Examining this trend towards eye appeal and standard attractiveness we find the open glass counter refrigerator, cooled by ice or mechanical appliances, appearing with increasing rapidity in the modern stores. The consumer, accustomed for generations to a shop in which all meat was on display and to the meat block where he or she watched the process of separating the family steak from the carcass, is not yet ready to buy meat sight unseen.

Hence the display, expensive as it may be, must still be maintained. When a customer, if ever, becomes accustomed to the standard cuts of meat, it will be possible to serve him without the wasteful display now in use. There is a trend towards ready-cut and packaged meats, but the customer demand has not yet reached that point where all meat can be offered for sale in all communities in packages, sight unseen.

What then can one say with any degree of certainty as to the trends in modern meat merchandising? Those engaged in the business, with their research departments and years of experience, should be able to discern such a trend if it were even fairly well defined. But no one of them whom I have contacted seems to be able to see any definite trend save one. The science of meat merchandising, to express a composite of their ideas, is "in a state of flux," "just going along," "endeavoring to acquire new methods and to effect improvements."

To me there are evidences of a trend, at least in a general direction, with a very specific, clear-cut sidelight on the trend. The day of unsanitary production and merchandising of meats is gone. The time is no longer here when haphazard and unstandardized ways of cutting and selling meat can be done with profit. Today meats must be packed and offered for sale in attractive, appetizing packages under conditions which indicate high standards of sanitation and refrigeration. The customer demands that not one but all of these conditions surround a food product such as is meat, perishable and subject to contamination.

Grocery Chains Adding Meat Departments.

Again the modern customer demand is for speed and convenience. It is this demand that gave rise to the department store, where all one's shopping can be done under one roof, with a minimum expenditure of time, inconvenience and effort. The same customer demand requires that he or she, particularly she, be able to go in the door of one shop and come out with all her food requirements of every kind and description.

Looking at this very clear characteristic of customer demand today, it is possible to discern with some degree of accuracy, a trend in meat merchandising among the chains. No class of merchants is quicker than the chains to sense a demand which causes a trend.

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Before all other classes, either merchants or economists, the chains recognized a demand that products, whether food or otherwise, be brought from the producer to the consumer with a maximum of speed and a minimum of cost. The same abilities to sense customer demand for particular standards in the production, cutting and merchandising of meats will impel the chains along general lines.

What are these lines? The most accurately defined is that towards the establishment of a meat department in every grocery store maintained by the chains. Of this trend there is clear evidence, so clear that even chain store operators see it. They see it because of the definite results in grocery sales which follow from the establishment of a meat department. Godfrey Lebhar, of the Chain Store Age, is authority for the statement that grocery sales of Dominion Stores increased from 15 per cent to 100 per cent in all stores where meat departments were established.

J. B. Bonham of the Kroger company is of the opinion that within a comparatively few years every grocery chain will have a meat department in every store.

The trend is definitely towards a standardization of cuts, which is evidenced by the efficient and thorough courses of training to which meat apprentices are now subjected by a number of the chains as a precedent to their employment as butchers and meat cutters. These apprentices and the butchers, too, are being taught to cut and prepare meat in a manner which will make the cuts themselves, irrespective of the package or display counter, attractive and appetizing.

Central Cutting Growing.

The central cutting of meats and the delivery of the prepared cuts to the different stores is moving rapidly from the small beginnings of a year or two ago to much larger proportions. Central cutting is a natural and perhaps a

necessary result of the standardization and eye appeal towards which chains are moving, and it does produce better control of price and quality, elimination of waste and more economical distribution of proper cuts to proper neighborhoods.

Another trend visible today and developing through recent years is the wrapping of meat at central points in cellophane or other wrappers. This method is well established in the handling of sausage, meat loaf and other sorts of products which are already standardized in the minds of the customer. It is only a matter of time until the customer is educated to accept lamb chops, steaks, roasts and all other cuts as representing a standard of cut and quality which the customer can accept without actually seeing it prepared and wrapped.

Still another trend 'round the corner is the attractive package of partly cooked meats, a trend the definite result of customer demand. With the growth of attractive apartment houses and their diminutive kitchens, where even the well-to-do go without the service of a cook, milady is loathe to pass the liveried footman into the sumptuous waiting hall with large and bulky packages under her arm and struggle with a piece of red meat over the tiny electric stove. She wishes to purchase her meat and sweep into her apartment building with a package as dainty as that in which lingerie will be wrapped.

The trend of meat merchandising in chains today is towards a combination store with a meat department in which the meat is displayed ready-cut, with a strong eye appeal and wrapped so that it can be handed to the customer instanter without either the delay of weighing and unsanitary handling which is incident to the average meat merchandising of today.

Other methods which may create trends are in the offing, but they have not at this writing reached the point where they can be called a trend.

CHAIRMAN NEWCOMB: The other speaker on this part of our program is Mr. S. Westerfeld of Chicago. Mr. Westerfeld has been a successful independent dealer for a long time in this city and is well qualified to discuss the subject.

Meat Merchandising Trends in Individual Stores

By Sol Westerfeld.

Trends in merchandising meat in individual stores may be summed up in very few words. Modern equipment, dependable quality, reasonable prices, and efficient service are the prime factors that induce the public to patronize a store, be it individual or chain.

Modern equipment which properly refrigerates meat, has the further advantage of enabling the retail meat dealer to display his wares in an attractive manner. This attracts customers to the store, and induces them to buy there.

Further, a display of particular cuts or particular varieties of meat, such as lamb, at present so low in cost, stimulates sales and consumption, so desirable in the interest of producer, packer, and retailer.

Dependable Quality Holds Trade.

Great progress has been made in meat market equipment during my 36 years' experience in merchandising meat. For the trend of the consuming public is to buy in the modern equipped store, and everywhere, the modern, attractive and efficiently-equipped store draws trade. To hold it and keep it, the other essentials named, must be recognized and employed.

The next essential—dependable quality—is quite elastic. I would in no wise infer that the highest quality is always indicated.

In neighborhoods where price is a factor, a lower grade may be necessary, but it should always be wholesome, and no retail dealer can expect to succeed when he attempts to sell meats of such quality or condition that he would not eat or have served to his family.

The trend of the consuming public in patronizing their butcher, is more and more toward the store selling dependable quality at all times.

Prices Must Follow the Market.

Reasonable prices, our next essential, depends upon quality and service demanded. But here we find a determining factor of great importance. This is volume.

The day when a small volume can be done and a big profit charged, is over. The public is quick to compare quality, price and service, and will not patronize the store which overcharges. Neither will the public overlook the bad practice, formerly quite common, but at present rarely prevalent in the market conducted by efficient management, of ignoring price conditions prevailing in the livestock and wholesale markets.

Lower wholesale quotations must immediately be reflected by lower retail prices to the consumer. This instills confidence in the store, leads to in-



NO WONDER HE HAS A BROAD SMILE

In addition to being elected vice chairman of the Institute, Geo. A. Schmidt of Stahl-Meyer, Inc., New York, is listening to a sweet song from Max Trunz of Brooklyn. Don't you see Max's cute little pucker?



WISE MAN AMONG RETAILERS

Sol Westerfeld, Chicago retail meat dealer and hotel supply man, who told what is happening to meat sales in indi-vidual stores.

creased patronage, and subsequently

greater profits.

That this theory, when put into practice, is correct, I have repeatedly and permanently demonstrated to my satisfaction. Constantly practicing this principle at all times, we find that in relation to present lamb quotations, the prices asked for this meat in our store reflects the true condition existing in the live lamb market, and are in proper relation to the price we pay at whole-sale. Not only has the sale of lamb in my store increased enormously, but the customers, not confining their appe-tites to a lamb diet, give me their patronage for their other requirements.

Service Should Be What Customers Desire.

Both the packer and the retailer should and must realize that the principle upon which this desirable situation is predicated should be adopted and adhered to by both factors in the preparation and merchandising of

The last essential in the trend of merchandising meats in the individual store is service.

Service should be just what the customer desires-no more, no less. If the patronage requires credit, delivery and calling for orders, by all means render such service. If, on the other hand, the customer desires to pay cash and carry their purchase, the efficient retailer quickly adjusts the conduct of his business to the desires of his patrons. There is a place and a demand for both methods of conducting a retail market. There is room for both. But whatever service may be re-quired, let it be the best possible. First, there must be cleanliness in

the store and in the personal appear-

ance of the clerks. There must be courtesy at all times and under all con-ditions. The maxim pronounced by the late Marshall Field: "The customer is late Marshall Field: "The customer is always right," is just as applicable in the butcher shop as it is in the department store.

These few principal essentials are the most important trends in merchandis-ing meat, and I believe deserve attention by the efficient merchant.

Other trends, such as the grading of meat, quick-frozen packaged meats, and fresh packaged meats are but experiments whose worth as yet have not been fully proven. I am neither apments proving nor condemning. I approach all experiments with an open mind. I give these experiments such support as, in my opinion, is justified, ever watching the reaction of my customers, ready at all times to recognize the likes and dislikes of a discerning public, and willing to serve the only master I recognize-my customer.

CHAIRMAN NEWCOMB: We will now take up the second part of our program, "Experiments in Merchandisine," the first subject under this heading is "Grading Beef." This will be discussed by Paul C. Smith of Swift & Company.

Experiments in Grading Beef

By Paul C. Smith.

There is no problem that has held the attention of packing house people the attention of packing house people more intently of late years than the grading of beef. Practically all of us remember back 15 to 20 years ago when the grading of beef did not cause us much thought or concern. This country at that time was producing sizable numbers of native cattle, western cattle and Texas cattle. We packers killed these cattle, shipping the beef to our branch houses, consignees and customers, as native beef, Western beef, and Texas beef, and our shipments generally gave satisfaction. We did not have elaborate schemes and systems grading beef carcasses, and possibly most of us would be well satisfied if our beef business today could be conducted as profitably as 20 years ago.

Why then have we this insistent demand for a grading system? Are the demands of our customers more exact-Is our whole scheme of beef merchandising changing, or instead is a new order of meat production evolving out of the pastures and feed lots of this country?

In order to freshen our memories on the exact conditions of 20 years ago, let us look for a moment at a copy of the Chicago Daily Drovers' Journal of 1910. For example, in an issue of the first week in May, we see that native steers sold from \$7.00@8.55 per cwt. Fed Texas sold from \$6.75@7.60 per cwt., and fed westerns brought \$7.00@ 8.15 per cwt.

In other words, when a customer or-dered a car of fed native beef from us on May 10, 1910, his description of the class of beef desired need only be suffi-ciently clear for us to select the quality wanted out of natives costing from \$7.00 cwt. alive to \$8.55, or an extreme price range of \$1.55 per cwt.

If our customer did not specify native beef, we still did not have a particularly

difficult problem, as the lowest priced Texas in Chicago sold at \$6.75 cwt. and the highest priced natives brought \$8.55 cwt., an extreme price range of \$1.80 cwt. alive. This freshens our memory to the fact that during the spring months 20 years ago, there was a very narrow range in price due to a narrow range in quality.

Grades Formerly Few in Numbers.

Once more bearing in mind the extreme price range of steers of \$1.80 cwt. in May, 1910, let us turn to an issue of the Chicago Daily Drovers' Journal of the first week in May, 1930, and read where the most ordinary steers quoted sold at \$7.50 cwt., and the best quality steers brought \$14.50. So our price range in steers during May, 1910, of \$1.80 cwt. compares with \$7.00 cwt. the same day in 1930.

Beef production a score of years ago operated in a two-season year. winter and spring months constituting the fed season, and generally speaking, only the native types of cattle were fed. The summer and fall months constituted the grass season, and generally speaking, only the Texas and western types of cattle were fattened entirely on grass. The result of this was that the first season of each year brought highest bred, grain-fed cattle market, and the second season of the year brought the range types of beef cattle to market.

Therefore, generally speaking, our customers could only choose from a narrow range in quality, especially duration of the country of the coun ing the spring months. More or less of the cattle coming to market during the spring months were native cattle that had been put on feed during the fall season and in the main were of equal quality from a breeding stand-

The few fed Texas or Westerns marketed in the spring, although deficient from a breeding standpoint, had been grainfed equally as long as the natives. To describe the qualities of beef produced in the spring of a score of years ago required a very limited use of adjectives. All of the steers falling within the \$1.80 per cwt. price range could well be graded into two or three general grades.

More of Better Grades Now Marketed.

Let us now for a few moments turn back to a copy of the Chicago Daily Drovers' Journal published September 5, 1910. Fed natives on this date were quoted from \$6.00@8.35 per cwt. On September 8, 1930, this same grade was quoted from \$6.00@12.60 per cwt. Here we see that whereas 20 years ago the extreme price range on natives was \$2.35 per cwt. alive, this year it was \$6.60 per cwt. alive.

Let us look further down on our market quotations of 20 years ago where western steers sold at \$5.15@ 5.70 per cwt., a price range of 55c per cwt. Again looking at our 1930 quotations western steers sold from \$5.00@ tions, western steers sold from \$5.00@ 9.50 per cwt., a price range of \$4.50 per cwt.

These quotations show us that on September 5, 1910, the lowest grade westerns sold at \$5.15 and the highest grade natives sold at \$8.35, a price range of \$3.20 per cwt. In 1930, the lowest grade westerns sold at \$5.00 and the highest grade natives brought \$12.60 per cwt., or an extreme price n

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range of \$7.60 per cwt. This from a statistical standpoint, shows us how far our better bred and better fed cattle have pulled away from the old original range cattle.

We referred a few moments ago to the two-season year in cattle production. This cycle of production is today little more than a memory. Prime cattle are now being produced 12 months in the year, and there are limited numbers of common cattle coming to our market places 12 months in the year.

In addition to this evolution, our good friends the pure bred breeders, are each year seeing more and more of the fruits of their early labors. The long-horned Texas, the scrawny Mexican cattle, as well as the coarse boned western cattle, are being replaced by half, three-quarters and even pure bred herds. Another group of our friends, the State Agricultural Schools, are each year seeing more of their experiments on scientific beef production put into actual practice in feed lots.

More Grades Now Needed.

Today this country offers for sale on its many public markets the finest examples of the beef breeders and cattle feeders art. In the next pen may be seen a small bunch of low-grade, no-account cattle as ordinary in quality as can be found in any part of the world.

With this extreme range in quality, the few adjectives descriptive of the quality of beef 20 years ago are now entirely inadequate. If we commission our buyers to buy a load of Texas, they could fill this order with high bred cattle costing near the market top, or they could fill this order with a common cutter type of steers, and they would still be buying cattle that were produced in Texas.

Referring again to the question: Is our whole scheme of beef merchandising changing, or instead is a new order of meat production evolving out of the pastures and feed lots of this country? The facts we have just reviewed indicate that a new order of meat production has evolved, and this new order has brought about a change in our beef merchandising methods.

It therefore becomes clear that for the intelligent conduct of our business, we should have a system of grading that would lose sight of the state in which the cattle were produced, a system that would lose sight of whether cattle were fattened on grass or alfalfa or corn, or a balanced ration,—a system that would lose sight of all factors except the eating quality and cutting value of the meat.

Tenderness Difficult to Measure.

When we attempted to solve this problem many years ago, most of us felt that if we grouped all of our best quality cattle under the name "Prime", the second grade under the name "Good", etc., these grades would serve the purpose of a distinguishing mark by which we could recognize these grades of beef. However, we immediately ran into the obstacle of custom. Steers recognized as prime in California were considered rather ordinary in New York, whereas prime steers in New York could not be sold as prime beef in St. Joseph, Mo., the New York beef being entirely too fat and wasteful. It therefore became necessary to develop some plan that would not have the difficulty of trying to overthrow community customs and standards.

The U. S. Department of Agriculture, a great many state agricultural schools, and some of the packers have experimented for sometime with mechanical devices that would test tenderness. If an exact measuring device could be perfected that would register the exact degree of tenderness and flavor, the grading of beef might become mechanical, and therefore easier. Unfortunately, none of us have a device satisfactory to use in everyday practice, and some of us have found that even though we may measure tenderness in raw beef, it does not follow that the same degree of tenderness will exist in the cooked meat.

For the moment, therefore, we have felt that we cannot rely upon any mechanical devices, but instead must rely upon a system calling for the expert judgment of a beef grader. I am not going to attempt to tell you about the grading scheme that has been presented to the Institute for adoption. Let me merely point out some of the steps that were taken in evolving the plan. The original grading plan used at a great many plants called for five quality grades in native steers, five grades of western steers, five grades of yearling steers, a total of five quality grades in each of three general steer classifications.

Grade Accurately Describes Meat.

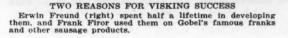
The factors explained previously eliminated western steer grading, that is, we could not differentiate between a native and a western steer. The same applied to the differences between yearling steers and native steers. We could not tell when a yearling steer was a yearling steer. Therefore, we eliminated our yearling and western steer grading. Our next step was to discover that five quality grad.s did not cover the range of quality received at all of the markets of this country.

A sixth, a seventh, an eighth, a ninth, and finally a tenth grade of steers were added, and then we found that we had a system of steer grading that for practical purposes covered the entire range of quality in killing steers equally as well in California as in New York. It also fit the qualities of steers slaughtered in New Orleans quite as efficiently as steers killed in Chicago.

We would like to state here that the evolution of steer grading referred to took place during a period of several years. The original grading plan was developed in the office behind a desk. The present grading plan was developed on the killing floor and in the beef cooler. We do not want to bore you with the details of how our heifer, cow and bull and stag grading was developed. The grading of each class more or less developed itself the same as the steer grading had done. Before we were satisfied with our grading problem, we had developed in addition to 10 standard grades of steer beef, 10 grades of heifer, 10 grades of cow, and 10 grades of stag and bull beef combined.

When we lined up corresponding grades of steers, heifers, cows and stags in the cooler and ribbed the carcasses, we found that the quality of the







ONLY ONE WAY TO MAKE SAUSAGE
And that's to know your costs and put quality in the
product, says "Bill" Gausselin, of the Mutual Sausage Co.,
Chicago, to the Editor.

meat was similar, sex characteristics considered. We understand the Institute will soon be prepared to issue to all members complete instruction on how to put this grading scheme into effect at your plant if you so desire.

Grades Designated by Numbers.

Let us just add that we do not designate grades by descriptive terms such as prime, choice, good, etc., but that instead we use the numbers of 0 for the best grade, 1, 2, 3, 4 and up to 9 in all four classes.

I believe it would be very unwise to leave the subject at this point. Our grading plan was developed by practical beef men in ordinary packinghouse We feel that we know something of the benefits to be derived from the universal adoption of this plan and possibly it is even more important that we realize the limitations of this scheme.

What benefits can the packing industry derive from a definite and positive grading plan if it is adopted? First of all, as our buyers become acquainted with the prescribed standards, they will become more proficient in filling our orders with the classes of beef we need to take care of our trade. However, let us not suppose that our buyers will be able to make a mechanical division grades when they buy each load of

Most of us having this grading in operation find that if our buyers are

75 per cent correct in judging the way a lot of cattle will grade out, that this is about as much as can be expected. Therefore, we feel that we have gained the correct judgment on 75 per cent of our purchases. Such a system of grading should give us more nearly uni-form costs, and if each of us have equally efficient buyers, we should have in our coolers beef costing similarly, grade considered. This system should enable us to more intelligently direct our selling policies if we know by grades the price beef is bringing in the various cities.

Such a grading plan should help to more intelligently distribute our beef in that our consignees and branch houses are permitted to be more specific in ordering the grade of beef their trade requires. Such a grading plan should permit us to ship large buyers round lots of more or less uniform quality beef without making a personal selection of each individual carcass.

Beef Quality Improving Yearly.

We do not claim that the grading system is complete enough to take care of all the whims, likes and dislikes of the individual butcher. We merely set up in a grade a standard of quality in the meat, the value of which may be affected by wastefulness and merchandising defects of one kind or another. Some of us who have had a hand in the development of this grading plan are quite enthusiastic about the benefits to be derived from its universal adoption.

The forces that made this grading plan necessary are still operating, and it seems reasonable to suppose that these same forces will eventually make such an elaborate grading system unnecessary. Years ago when the term "native steer" expressed a specific type of beef and when the term "Texas steer" expressed a specific type of beef, an elaborate grading plan was superfluous. Such a scheme only became necessary when the breeding up of the native, Texas and western herds gave us new types of beef, ranging from the most common quality, up to the highest types of beef perfection. The average standard quality of beef produced in this country is improving yearly.

The low bred herds are disappearing.

Does not the present trend indicate that the near future has in store a uniform quality of dressed beef that will compare only with our present best native types? The completion of this trend will give us a standard quality that can be described by the more simple adjectives.

In the meantime, our aim should be toward a cooperative effort through the medium of the Institute to develop a grading system that will meet our present day production and distribution problems, ever being prepared to alter and adjust the grading plan as it be-comes necessary with the advancement in beef production.

CHAIRMAN NEWCOMB: The next subject, "Experiments with Firm Prices," is of unusual interest in depression times, and will be discussed by a man who requires no introduction Frank M. Firor, to this audience. Frank M. Firor, president of Adolf Gobel, Inc., will discuss that subject.

Quality and Price Maintenance

By Frank M. Firor.

According to the program, the topic which has been assigned to me for discussion is "Experiments on Merchan-dising." If it is in order, and with the permission of the chair, I should like to change the title of my discussion to that of "Quality and Price Mainte-nance," which I believe will practically cover the same ground.

It is a rather unusual industry that I represent. We, in our business, are confronted with a strange quirk of psychology; it is something that is, in a measure, a very serious merchandising matter with us, but a source of humor to the public. I refer to frankfurters to the public. I refer to frankfurters—those appetizing tidbits which may rightly be called a true American deli cacy, but which a slang-minded public calls "hot dogs." And I refer to another of our products—bologna—which a colloquial nation for the moment has decided means something entirely dif-

Just the other day a New York newspaper writer referred to a rather incompetent actor as being "hammy." So, you see, our job is not merely making the best-quality prepared meats within our power. We must also cope with psychological factors entirely outside our influence, in the job of selling our merchandise.

I think few large industries, with the exception of Henry Ford's, are required to deal with such an obstacle of slang connotation as is ours. The only reason that we survive, I suppose, is because now and then, when the house-hold clamor of "When-do-we-eat?" becomes too insistent, a frantic housewife thinks of summoning our nutri-



QUALITY AND PRICE STICKLER Frank M. Firor, president of A. Gobel, Inc., and director of the Institute.

tious products to ward off immediate starvation.

Right now, however, we are concerned about another phase of the packer's problem—profits and price cutting.

It is the paramount problem of every manufacturer who is building for permanence. This is no time for the weak-kneed manufacturer. Strong, weak - kneed manufacturer. Strong, vigorous, intelligent merchandising should be the order of the day. And it should be backed up by a courageous stand for firm prices. Ask prices which you think are fair, which you positively know yield a respectable profit—and hold your ground.

Cut Prices Start a Vicious Circle.

The easiest way, as all of us here know, is to submit to price cutting to up volume and meet competition. But that is a short cut which leads only to a blind alley, not to the wide, comfortable avenue of enduring success. Price cutting is dangerous. It is bad for the manufacturer, it is unprofitable for the retailer. And it does nothing but smash down prestige and good-will on the part of the consumer.

After all, it is the consumer's reaction which is most significant and vital. What process of thinking goes on in a woman shopper's mind when she visits woman shopper's mind when she visits her neighborhood stores and sees familiar, advertised merchandise—merchandise which some manufacturers have, through a period of years, given the distinction of unfailing quality—prices slashed recklessly, senselessly, indiscriminately?

I'll tell you what she thinks. She thinks, not consciously, perhaps, but automatically, that there has been a cheapening, an abandonment of the long-familiar quality ideal on the part of the manufacturers of those slash-price products. Else, why were prices cut? Yesterday, she bought these same goods for prices which had been stand-ard. Today they are cut! Why? Have the manufacturers betrayed their trust? Has the food business gone utterly com-mercial? Are the old traditions of manufacturing the best possible food products going by the board?

What else can the housewife think when she sees price cutting of familiar brands? And furthermore, suppose she buys these cut-price meats because sne buys these cut-price meats because they are a bargain or because she is used to buying those certain brands. Can you possibly imagine that she will think, on serving them for dinner that evening. Will she imagine those very cheap meats taste as good, or seem as nourishing, as the same brands of meats for which she used to pay the regular prices? No! She won't! And we— the manufacturers and the custodians the manufacturers and the custodians of cherished reputations—suffer in con-sequence. We take the loss. Cut prices are only the beginning of the vicious circle. It is slashed reputavicious circle. It is slashed reputa-tions and whittled-down good-will that is the bitterest blow.

What is the good of striving for perfection and of trying to turn out the most appetizing, the most sanitary, the most price-attractive meats in the history of the packing industry, if you are going to see your merchandise belittled by price-slashing and your carefully-nurtured reputations trampled in a futile, idiotic, suicidal price war?

I could turn to other industries and point to the sad fate of this price-cutting practice. There are the drug stores, for example, with reputable products enjoying many years of sound products enjoying received on the contract of the country of t consumer-acceptance are cut down in price beyond reason merely to draw the crowd into the drug stores. Why should the quality leaders and the manufacthe quality leaders and the manufacturers of quality leaders suffer to make a bargain-hunter's holiday? Are we turning out quality products to be used as cut-price bait? Or are we going to stand firm, insist on a fair profit for manufacturer, jobber and retailer alike, and insist and demand that the public shall pay for quality in a measure to which it is deserving on the market?

If we allow cutting of prices in the stores, we must submit supinely to cutting prices at the plant. But it can go only so far. Either we must reduce prices to the extent that our business reflects severe losses, or we must earn adequate dividends for our stockholders by increasing the prices of temporarily popular items. Neither course is desir-able and neither is the answer. There is only one answer, only one scientific, logical answer. That is,—to stand firm on the quality of the product, to keep quality up, and ask our customers to pay as much for this quality as it is honestly worth.

In establishing the firm price, consideration should be given to the cost, quality of the goods, volume and the seasonal demand.

Management Must Watch Competition.

Competition also, is a determining factor in making the firm price of a product, but not the competition of one product, but not the competition of one competitor only. It is a great game on the part of a buyer to mislead the salesman regarding the prices quoted by his competitor. For this reason, the job of the management is to keep in touch with competition of all kinds in the district in which he operates, before fixing the firm price.

In making a firm price, the sales ex-ecutive at headquarters must bear in mind that the market, not the dealer, is the consumer and always, in making a price to the dealer, have a thought

concerning the price which the dealer is to obtain from the consumer.

The price in the case of bulk goods and in the case of package goods, but not so frequently, changes with the raw material market, and it behooves us to remember that the buyer today, whether he is a retailer or a wholesaler, is keep-ing well in touch with the raw ma-



TALKING IT OVER

1—Paul C. Smith, beef grading expert, and James Rose, of the Swift beef department.

2—D. W. Creeden, North Packing & Provision Co., Boston, enjoying a visit at his first packers' convention with vice president John Holmes of Swift & Co.

3—Jesse Dietz of the American Stores Co., Philadelphia, plans with broker Harry Lax to "own 'em cheap."

4—Dr. C. Robert Moulton of the Insti-tute again proves that he is a connoisseur. His vis-a-vis is Miss Della Nuckolls, vice president of the Nuckolls Packing Co.

terial market. He knows the changes from time to time.

A uniform price to all dealers within a buying area breeds confidence on the part of the buyers, whatever the price may be. As long as the buyer understands that his competitor has no advantage over him and that the same price is being offered to all, he has confidence and immediately stops shopping for a better price.

It is my experience that the minute

buyer finds he can obtain a reduction in price from a salesman he loses confidence in the salesman. He never knows but that if he had asked for a greater reduction, he might have ob-tained it. In other words, he never knows when the bottom is reached.

Cut Prices Build Sales Resistance.

There are other things that must be There are other things that must be considered by the management in establishing a firm price. One is the market possibility. In the case of a perishable product, a knowledge of weather conditions and forecasts and the approach of holidays of various kinds all have their influence on prices.

have their influence on prices.

Some have a fear of putting an honest price on the goods, forgetting that price determines quality in almost every case. If a salesman sells purely on price, he has put himself in a position where any competitor can take the business away from him. Unless he has sold the buyer on the quality of his product, the advertising, or some service, he is at the mercy of any competitor who is willing to offer a lower

Price selling is not good selling. There is always a lack of sales punch by the salesman who has the discretion to alter prices should the pressure be very heavy. Instead of using better to after prices should the pressure bevery heavy. Instead of using better salesmanship, he resorts to price reduction to obtain the order. When he changes the price he immediately puts the idea in the mind of the buyer that he had better shop around before he makes his purchase, particularly if this doubt has been bred in his mind through a concassion in price at some previous a concession in price at some previous occasion.

There is another phase of firm prices. This is that the price should be within a certain price channel. Every product has a certain price channel where, if the firm price gets into the price channel, there is no desistance from Mrs. Consumer. If it is higher or lower, the resistance oftentimes will spoil good volume.

Higher Prices Increased Volume.

Higher Prices Increased Volume.

I have in mind a case that came to my attention the other day. A firm went to a sales consultant because it had not been able to reach New York with a particularly high quality sugarwafer. After looking into the product and the price, the consultant suggested raising the price 11c lb., for the reason that the manufacturer had priced his product so that it was in a low grade competitive price channel, where the competition was so keen he did not have a chance. have a chance.

have a chance.

By raising the price 11c, he went into the price channel that the quality of his product warranted, and was immediately able to interest the best stores in New York. Eventually, the plant attained capacity operation.

A cut price indicates that the regular price, or list price, was too high. This breeds discontent on the part of the thinking buyer. Ignorance of cost some-

times results in wrong firm prices. The salesman, of course, is tempted to cut the price—when orders are hard to obtain.

When a manufacturer decides to cut the price simply because he is overstocked or his product is not 100 per cent, he must remember that when his merchandise goes into the hands of Mrs. Consumer, she forgets the price she paid. If anything is unsatisfactory about the product, the manufacturer is blamed and no credit is given because she was able to purchase the item at a lower price.

Manufacturing Should Follow Demand.

The better the salesman is trained, the less price-cutting he will resort to.

One of the obstacles to maintaining firm prices is when the manufacturing department produces products that are not planned scientifically and in accordance with a sales department's budget or forecast. The sales department is then forced to sell more products than they had planned to sell according to their usual requirements. When this occurs with perishable products, it is very difficult to maintain prices. Unless the manufacturing department and sales department coordinate their activities, it is very difficult to eliminate price cutting.

The capable sales executive and a well-trained sales force will be able to forecast approximately the usual requirement of their trade, and any effort to increase this amount in a substantial way is quite liable to prove a rather expensive proposition. Additional sales volume does not always produce increased profits. It only increases profits to the firm when prices have been maintained without increasing expenses proportionately.

Lack of profit is often the result of forced sales, but the cost of that last 10 per cent may absorb all of the profit from the business made on the other 90 per cent. I am not opposed to the possibility of increasing volume, but it should always be watched that volume is not increased at the expense of profit.

Price Lists Mailed to Dealers.

Admitting that the time may come when conditions of stock may force a greater volume on to the trade, it should be the exception and not the rule. Oftentimes, a board of directors insists on obtaining increased volume of sales, and the production department will point out how much the overhead can be reduced by increased volume. It is often forgotten that the reduction in the unit cost from the larger sales volume will probably be lost through higher cost of distribution or by reduction in firm prices, in order that the trade may absorb the increased volume.

It is one thing to preach industrial and merchandising ideals and to point out the open way to enduring success for an industry, but it is an entirely different matter to formulate such ideals and put them into effect. In this matter of price maintenance or firm prices, our company has attempted a program which we earnestly hope will be followed by every conscientious manufacturer in the prepared meats industry. We made an announcement last July

We made an announcement last July that our retailers would receive regularly, by mail, a printed price list, giving current prices on the complete line of products. Perhaps this was not the

first time that such a plan had been inaugurated and later discontinued. A price list is a commonplace routine matter in other industries, so why not in ours? Our industry should not be oldfashioned and backward.

Price List Gets Dealers' Confidence.

We determined on this step only after considerable study of the entire relationship between producers and dealers. Mailing a monthly price list is our way of demonstrating to the dealers, small and large, that our company is aboveboard in its public dealings.

Viewing the plan from the dealer's point of view, and I assure you that we did view it from that angle, a regular printed price list gives our salesmen absolutely no opportunity for price switching or price juggling, even if they wanted to. It means fair dealing and confidence on both sides.

To be very frank, the average retail dealer has been sensitive on the matter of price. I suppose his sensitivity has been quickened by chain-store competition. We feel that we have assisted in bolstering up his confidence, making him feel competitively equal to any other store in his territory, and have spurred him to that aggressive and hard-thinking salesmanship which is and always will be the answer to any competition.

I can assure you that our price plan has worked out. We have won the confidence and gratitude of dealers and they feel that the company is on the square with him. And he seems to carry this impression across the counter to his customers. We have proved to our satisfaction that price maintenance pays, and pays enduringly.

CHAIRMAN NEWCOMB: I next have the pleasure of introducing Marion Harper, Vice President of General Foods Sales Company, whom we are very fortunate to have with us. Mr. Harper will talk on "Quick Frozen Packaged Meats," an experiment in which we are all very much interested. Mr. Harper. (Applause)

Quick-Frozen Packaged Meats

By Marion Harper.

I felt rather ill at ease when I came in here this morning, because I am not a meat man and I knew most of you gentlemen were. I have been a grocery man connected with grocery merchandising most of my life. I have been impressed with the thought that perhaps you did not have many problems in common with the grocery business, but I find that price cutting is just as much of an evil in the hot dog business as it is in the breakfast food business or the coffee business.

Many of the problems Colonel Sherrill mentioned are problems not only of the meat business but of the grocery business. So, I think, as we unfold some of the results of a very interesting experiment that we have been conducting at Springfield, Mass., for a number of months, we may find also that these problems of retailing are more nearly alike than many of us suspect.

I have been asked, as we have gone along with this experiment in Springfield, more frequently than anything else, I think, why we went to Spring-



FROSTED IS HIS WORD

Marion Harper, vice-president General Foods Sales Co., New York, who talked on the place frosted meats and other foods are making for themselves whenever given a real test.

field for this experiment. I think that is just an honest question. I think it ought to be answered.

As you know, our packing operation is accomplished in Boston. Quite naturally we wanted to find a place somewhere near Boston. We wanted a market that would not be so large that it would have all the complexities of a meat market; that is, foreign population, complex shopping neighborhoods, and situations of that kind.

Why Tests Were Made.

We did not expect to put into this market a terrific number of stores. We did not want to do newspaper advertising; therefore, we selected a market that was sufficiently small so that we could make an investment in newspapers and reach all the people at a reasonable cost.

Moreover, Springfield is in New England and that, to most of us, I think, spells thrift. We knew that if people in New England accepted this new idea in the merchandising of meats, if they came back repeatedly and continued to buy this merchandise and pay the price for it, it would be fairly conclusive evidence to all concerned that we had something very worth while.

Springfield is a town of about 30,000 families. I am going to ask you to bear some of these facts in mind, because there were, of necessity, certain limitations in an experiment of this size that must be considered when we get down to the result. I mean that you cannot look at one without giving full consideration to the other.

We went into Springfield, of course, to prove a great many things, but, primarily, we had two points in mind. We were as interested, frankly (we still are interested), in proving these things for ourselves as for the meat industry, because the more we get into this frozen package meat proposition, the more we are convinced that it is the coming

any reservations in the beginning are having them very rapidly erased.

We wanted to prove, first of all, that people would come, see these products on display, remove any prejudices they might have because the products were frozen, would buy them, would like them when they got them home and cooked them, would come back to buy them, and would continue to buy them in such volume that a grocer or a meat market would find it profitable to handle these products.

Several Types of Stores Selected.

We wanted, also, to pioneer the equipment problem, because I know when we started this experiment in Springfield that was the one big hurdle We were sure our products were all right, but we were not sure that the refrigerators and refrigerated displays through which they had to be handled were all right.

On March 6 we installed equipment inadequate from the standpoint of displaying the merchandise. This was when the manufacturers built This was installed in ten stores. want to give you a little picture of these 10 stores, because that, also, has a bearing on results.

Six of these stores were self-service grocery stores that never had handled meats except small quantities of smoked meats; three of them were independent grocers operating meat markets, and all of them had a sizeable fresh meat volume. One store, in particular, had a surprising volume of fresh meats. One store was a very large downtown store, employing eleven meat cutters of some 87 or 88 employes in the store, doing a transient price business and nothing else, that is, practically so. That comprised the group of stores we started in.

Most of these stores were neighborhood stores, in fact all but two of them were neighborhood stores. haven't before us today the result of a big-down town store where we have had seven or eight cases and have been able to make a display comparable to fresh meat displays. In only one store did we have more than one case and that was in the large downtown store where the eleven meat cutters were employed. They were not, incidentally, friendly.

Choice Cuts Handled.

We started with 18 cuts of meat of one grade. That grade was "choice." I looked at a study before I started out here of the buying habits of people with respect to meat and found that only 8½ per cent of the meat sold in the average butcher shop was of that quality. The stores that we were in quality. represented, perhaps, as nearly as we could estimate, 10 per cent of the total grocery volume of Springfield.

So we have one grade of meat, only 18 cuts in stores representing 10 per cent of the grocery volume of a city of 100,000, the first time frozen pack-age meats had ever been offered for sale, and in six stores that never had handled meat before. In those six stores we had the problem of changing the buying habits with respect to locality of buying.

These are not alibis. I am mention-

thing. Any of us who may have had ing these things because an experiment after all is just an experiment.

From March 6 to October 11 we have made approximately 95,000 individual sales. That isn't 95,000 individual items, because the sale on Saturday has run anywhere from \$2.50 to \$3.50 quite commonly in some of the stores, and they bought more than one item.

It seems to us, as we have reviewed the enormous stack of statistics that we have collected on this thing which I will tell you more about, that we have been able to build a very stable group, who have accepted this merchandise and who come back repeatedly and buy it. I say that not just as an idle remark. I am going to cite you in a few moments the sales figures from a store, a strictly neighborhood store that, probably, has 250 families at the most from which to draw. Those stores, there are several of them, have developed a stable volume of business week in and week out, over a period of some eight months, which seemed to be a fair acid test.

Repeat Business Averages High.

Our repeat business in these stores has averaged around 80 per cent. It has been as low as 71 or 72 per cent, and it has been as high as 90 per cent. How do we know?

The first four weeks of the experiment, we actually card indexed every single purchase in every store. We used a sales slip system. We asked the used a sales slip system. We asked the customer her name, we asked her where she lived, we put down on the sales slip what she bought, what she paid for it. That went into our central office in Springfield, and there it was tabulated on a card index. If her name was Mrs. Jones and she lived at 332 Spruce st. and did not buy for eight days, there was no entry on that card, but when she did buy, the card was pulled out and the entry again was made on the card of what she bought.

In that manner we had and have some very interesting information on what products these customers first bought, and a very good gauge of their acceptance of the quality of it. Most of the people who, in the beginning, bought a pound of sirloin steak to try the product, making an investment of

50 or 55c lb., within three weeks were buying five and six pound roasts. were able to trace these things definitely through this card index.

That percentage we have checked since discontinuing our card index system on Saturdays. In other words, we simply run the check on Saturday, because we feel that on that day we have the greatest opportunity to have transient trade in the stores. If we can register 70 per cent repeat business on Saturday, we are sure that our repeat business on the other five days of the week is in good shape.

Two Grades of Meat Now Handled.

Beginning early in September we added a second grade of meat, because there was a definite demand for lower priced merchandise, in fact, the bulk of the meat sold in Springfield was, by far the bulk of it, of a grade lower than the grade we were packing. We felt we had sold the idea on the grade that we originally packed, and we were ready for the next step which was to see if the public would accept a grade immediately below the grade we had originally offered.

I think eventually the ratio between the grade we originally packed and this second grade will be, perhaps, 65 to 35, the 65, of course, being the lower grade. That change is taking place quite gradually. We have had that second grade in five weeks.

The first week, I think, eight per cent of our volume was on the second grade. That has increased now to some 42 per cent. So the people, without the fact having been advertised to them that here is a cheaper grade of meat, have adjusted themselves to this merchan-dising condition which they have seen in the store, viz., a different colored label on the package and a lower price on the product.

We also have in recent weeks made available to the public patronizing these stores a bulk package which contains approximately 10 lbs., that is, we ship the bulk package to the grocer. In that bulk package are steaks or chops wrapped in cellophane, printed, of course, with accurate weights marked on the packages. The packages contain two, three, or four chops in the



THREE OF A KIND THAT ALWAYS WIN

-Walter Frank, Milwaukee sausage specialist.

2-E. D. Henneberry, son of a famous father, and some packer himself. -A. V. Crary, Continental Can Co., whose can conquests extend even to England. case of chops and pounds and haif pounds in the case of steaks. The acceptance of this package has been quite

Small Package Demand Growing.

We had an undercurrent of demand there for many weeks for half-pounds of steak and two chops, that many of us, even those closely associated with the operation, were more or less in-clined to discount. That business is getting to be quite a sizeable part of it. We started to pack our 10-pound We started to pack our 10-pound package, 60 per cent three and four chops to the package and 40 per cent two chops to the package. That ratio has been reversed and we are now faced with an entire carton pack of halfpound steaks or two chops, as the case may be.

We have added poultry. We did not have any poultry in the beginning. That is another limitation I didn't mention. We began adding broilers as soon as native fresh broilers were available. We added them with some misgivings as we have other products. Our broilers were drawn, dressed, split, wrapped in cellophane and packed five to the carton for display purposes. They were necessarily high in comparison with other dressed poultry in the Springfield market. I think we got 65c lb. for our first broiling chickens in Springfield.

They were fancy, they looked fancy, but we had quite a hurdle to overcome against chain store prices of 37c and 34c on Saturday for broilers. We thought we had an obstacle there that, perhaps, we would not be able to overcome, but at the end of the second week we had the Boston plant going full tilt to keep up with the demand for broilers. We were even selling broilers to women who operated tea rooms. They told us that they recognized a certain degree of convenience and quality there that they had not been able to obtain in other poultry products, at least, they bought and they still are buying.

Hamburger the Leading Item.

Recently, we have added frying ticken. We expect to add to the line chicken. as the products become available.

We were all very skeptical about hamburger which we didn't add until, I guess, our operation was, perhaps, three months old, because everybody said, "How can you cook hamburger? You have to defrost it?" Now in the Now in the case of a steak or chop, a woman can put it in the oven immediately and it is all right, but hamburger or sausage you have to defrost, because it is rolled into cakes or put it in the pan in slices. Finally, we decided to try hamburger and see what the women would with it

The second week we offered hamburger for sale we sold more pieces of hamburger than we did of any other piece in the line. This was some time later in June or early in July. Ham-burger is still the leading item. We anticipated, probably due to our

contact with a good many of the re-frigeration people and some of the people interested in the meat packing industry, a very great hurdle which never materialized. This was that a woman would go into a store and see a certain box of meat or a steak or roast in the display cabinet. She would say,

"No. I want that steak, the one I see," would not accept service from a storage cabinet beneath the refrigerator.

I spent the first six weeks in Springfield myself in very close touch with the whole operation and I asked our supervisors to report each instance as it occurred. As far as I know there have been less than 10 such instances out of 95,000 sales. People in Springfield today are coming in asking for two, one-pound sirloin steaks, or a twopound sirloin steak, or roast, or a piece of meat, in exactly the way they would come in and ask for a can of coffee or a package of breakfast food. They are accepting it without seeing the meat itself, without the package ever being opened, and are liking it. Now these are not idle statements, gentlemen, they are going on every day.

Roasts Sell Well on Saturday.

I had occasion a few weeks ago to take two gentlemen, who are proprietors of a large chain in the middle west, to Springfield on Saturday. They said they didn't have time to see many stores, but they wanted to see at least two or three typical stores. I took them out to a store in Long Meadow. Long Meadow is a residence section some two miles removed from downtown. It has only two stores selling meat in it. One is an Atlantic & Pacific combination market and the other a Thrift store in which our box is located.

When we walked in there, about eleven o'clock in the morning, there were 10 cases of roasts that had been delivered that morning, that had no: been opened yet, all delivered on order. They had been sold on previous days of the week for delivery on Saturday. The first thing that greeted us when we got in was, "What is the matter with your delivery system? roasts." That store system? We need more That store on that day, as I remember it, did \$196.00. It is a small isolated neighborhood store.

I am not going into a long list of



JOHN R. KINGHAN (Kingan & Co., Indianapolis, Ind.)
Director of the Institute.

figures here today. I want to give you some typical ones. In New York, if any of you are sufficiently interested and are rightfully curious, we have piece turnover by stores, by days, by weeks. We have sales by stores, by days, by weeks. Every imaginable record in connection with this thing that you could possibly ask for is there. If any of you are sufficiently interested we would be

glad to make it available to you.

Another limitation that I did not mention, as I am about to give these figures, was that we started on Thursday, immediately following Ash Wednesday, and during the first 40 days of our experiment we went up against Lent in a town with fairly sizeable religious prejudices in that direction. I want to read you some figures that I have taken from a typical store. It is one of four or five of the better stores. This is a store at 719 Sunder ave., at the intersection of three streets, a strictly neighborhood store. There are five stores at that intersection, two of which handle fresh meat.

Store Sales Average High.

Beginning with the week ending March 15, our sales were as follows, and I will read the exact sales down, with an occasional date, so you can check on them where it is: \$334.92, \$380.69, \$372.68, \$460.30, \$489.41, (that was on April 12 and remember, we started on March 6) \$405.45 \$464.49 was on April 12 and remember, we started on March 6) \$405.45, \$464.43, \$422.03, \$420.73, \$423.26, \$400.00, \$465.00, \$367.00, \$398.00, \$382.00, \$364.00, \$343.19, \$288.99 (this is July 12)

In Springfield a great percentage of the people go to the shore for the sum-mer, and it just so happened that our meat, both as to grade and price, appealed to the class of people who pretty largely went away.

The following figures are: \$268.08, \$277.00, \$385.00, \$268.15. And the low point on August 16, when we did \$174.58 in that store. Then they follow: \$291.41, \$205.24, \$369.10 (September 6). \$360.83, \$385.00, \$325.81, \$341.97, \$373.23 (October 11). I don't think I need to mention to

you that with the introduction of a second grade of meat and the lower prices that have prevailed our dollar volume has been correspondingly lower with respect to the volume of meat we handled than it was in the spring.

A recent study of the cost of retailing meat in more than 4,800 chain stores in the country, of systems operaing more than 9,000 meat markets, has established the average weekly sale of fresh meats in combination grocery and meat markets at \$367.00. The average weekly sales of the limited line of Birdseye products in the typical store I have just mentioned for the period has been \$359.52. Excluding midsummer weeks, sales in some stores have closely approached the \$500.00 mark.

Retail Selling Costs Low.

I bring up that average because it is fairly conclusive that if that average of \$367.00 is the average in some 4,800 combination chain markets that is a fair market for us to shoot at.

A striking thing is that in none of these stores in Springfield, since the first 30 days, has the selling cost been any greater- I am talking about retail selling costs—than on package groc-eries. We haven't had any demonstra-

The clerk or the manager of the store has served the case for the most part and the products have had little more actual selling. There has been very little resistance to the idea, once it took hold.

Springfield housewives have been very much interested in this experiwery much interested in this experiment. They have talked about it at club meetings. It was a subject, the first 60 days, I think, at nearly every women's club in Springfield. It was talked wherever women got together. As a result, we had requests the first 30 days we were in Springfield that we could not meet for supplies of products to be served at church socials and all that sort of thing.

It is amazing the way this new idea catches on, and it catches on, I think, because it is absolutely keyed to the trend in merchandising of everything today, not only groceries and meats, but even drugs and department store items. It is a step in the right direc-

I want to say a few words about refrigeration equipment, because you cannot discuss one of these questions without discussing the other.

Display Case Development Rapid.

It was this month, a year ago, that a group of us went to Dayton, O., to see the first case that had been constructed by Frigidaire, through which we in-tended to sell this merchandise. It has flashed through my mind the rapid changes that have transpired in these 10 or 12 months, or the eight months we have been in operation. First, there was the breaking down of cases that were supposed to do the job and the passing of one refrigerant and the adoption of the others. And almost be-fore the one case was developed something else would pop into the field that does the job better.

I know when we started we were given a list of manufacturers of low temperature equipment. A great many of these manufacturers, when we in-terviewed them, said: "All you have to do is set up the compressor cycle on our equipment and it will do the job."

We naturally asked them what they considered a job and they said, "Twenty-two or 24 degs." That did not check with what we wanted. That is one reason we went to Dayton to try to get the Frigidaire people to interest them-selves in this thing and develop a spe-cial type of equipment.

We started in Springfield with group of Frigidaire cases and with five cases from one other manufacturer whose name you would all recognize. We subsequently established in Boston a testing laboratory after we had got-ten into trouble of various kinds in Springfield. We invited manufacturers to send cases to this laboratory where we would test them under conditions as nearly as possible simulating operat-ing conditions in the store.

Efficient Cases Now on Market.

It has been surprising how much of that equipment has been redesigned and redesigned and rebuilt and how much of it has broken down. I do not want to build a big obstacle in your mind about this refrigeration business, but I do want to impress you with the fact that a man who buys low temperature equipment for frozen foods today



THIS WOULD MAKE A GOOD GUESSING CONTEST

But we can't wait to tell you who they are. Howard McCall, packer-cartoonist, sketched them from life, and here they are:
Upper left: Edward F. Swift, himself, no less.

Middle left: Editor E. L. Rhoades of "The New Era in FOOD DISTRIBUTION," who doesn't feel as sad as he looks.

Lower left: John A. Hawkinson, thinking of the days when he and the artist worked together in Kansas City.

Upper right: President Woods of the Institute (perhaps in his Columbia days). Middle right: Chairman Snyder of the Institute, whether you believe it or not. Lower right: by the baid spot. Vice President Hardenbergh of the Institute. You know him

should be reasonably sure of his ground.

What we have done, frankly, is to approve for our own operation a piece of equipment only after it had been thoroughly tested. Most of it, frankly, has been redesigned to specifications of Mr. Poole who is in charge of our lab-oratory. We have had frozen glasses, oratory. We have had frozen glasses, frosted glasses, stuck doors, frame-

work broken down, compressors wheeze and snort and finally cease to work, and all that sort of thing.

I think we have now the thing fairly well on the way to being solved. There are at least five manufacturers today who could provide equipment at a price that will satisfactorily carry these prod-ucts. We are asking guarantees from the manufacturers for one year. So far as we can, we are having the equipment so constructed that it will last at least three years. I think by the time we get into our next operation there will perhaps be eight or ten manufacturers who will have perfectly satisfactory equipment.

The cost of this equipment is something that must be of interest to you. I know when I first got into the field, the cost of this equipment was about \$2,000 per unit. We have had developed a combination display case and counter that will sell for under \$1,000 installed and that will carry in the neighborhood of 1,200 or 1,300 lbs. of display and storage. This, I take it, is sufficient for any average store. There are other refrigerators that I do not think are quite so satisfactory from a display point that can be procured for as low as \$550 and they are all efficient.

Case Operating Costs Reasonable.

We have established in Springfield, conclusively, that at a cost of \$1,500 for equipment, a retailer can do as much business through a 9-foot case with that equipment as the average fresh meat market could do over equipment costing, say, \$3,500. At the same time, he can have a fish business and, to some extent, a vegetable and berry husiness.

The cost of operating this equipment is relatively low. I do not think the cost will run any higher than the cost on high temperature equipment, most of it for the very good reason that the low temperature equipment has better insulation, will have better machines on it, better compressors, and will operate more efficiently generally.

I have tried indirectly to say here today that meats can be handled, so far as selling cost is concerned in the store, just as cheaply as grocer specialties. I say that because it has been our experience. I think that some of the methods the chain stores have adopted to reduce the cost of selling grocery products eventually will be reduced, not only by chains but by independents, and will be adopted to reduce the cost of retailing meat. I do not think there is any doubt of it.

There is no apparent reason that the cost of handling Birdseye meat eventually will increase the cost to the consumer, that is the cost of production. I am not going to get into that today because it is quite a long story, but if you will add to the economies already mentioned in the selling cost the economies of the elimination of shrinkage, the elimination of spoilage, profitable disposal of by-products, simplification of transportation, warehousing, inventory, and handling problems, you will have made possible a vastly increased distribution of meat products which, I think, will result in increased consumption.

A good grocer specialty is available in from 80 to 90 per cent of the 400,000 grocery stores in the country. Meat distribution is far, far short of having attained that distribution.

I think the most important thing in connection with the retailing of Birdseye meats, which none of you can afford to overlook because you are going to hear today of some other methods of retailing meat, is that quick freezing process definitely ends the perishability of meat, so far as the

retailer is concerned. I think any other method which fails to take into account all of these economies and which does not definitely end the perishability of the product must ultimately fall short of meeting the needs of the packing industry.

CHAIRMAN NEWCOMB: Gentlemen, the last item of merchandising experiments to be discussed this morning is "Fresh Packaged Meats" as against "Quick Frozen Packaged Meats" that has just been discussed. This will be considered by two speakers, both of whom have been, probably, the leading pioneers in the development. Samuel Slotkin, President of Hygrade Food Products Corporation, will do the talking.

Fresh Packaged Meats

By Samuel Slotkin.

While the substance of my discussion is on the subject of fresh cut meats in packages, I cannot resist the great urge to discuss the packing industry as a whole, perhaps put it before you in package form for your contemplation.

The merchandising methods of the packing industry have undergone but little change since its development from localized slaughter houses to one of the world's largest and most important industries, in spite of the marvelous progress made in other phases of its activities. The packer's chief products are still distributed to the consumer in the same way they were 30 years ago. The general method of merchandising other food products, however, has undergone a decided change. As a matter of fact, a complete revolution has taken place in the procedure of food distribution to the consumer. Merchandising food products in small compact pack ages has taken the place of selling food in bulk form. The package spells economy and efficiency, and has made possistandardization and sanitation in food handling and distribution.

The packer's products are playing but a small part in the new method of merchandising. His products are still being sold to the consuming public in what I may term, the old fashioned way. But in this progressive age, the old fashioned way is being rapidly replaced by the more efficient, modern way. It is my prediction that it will not be long before the old method of cutting and selling fresh meats over the counter will be entirely displaced by the modern sanitary method of selling fresh meat cuts in attractive ready wrapped packages.

The new idea is sound because it takes away the uncertainty in the operation of a retail meat business. It eliminates red figures in the results of the retail meat business, a color, which by the way, is entirely too prominent in the results of our packing industry. It places the business of the meat dealer on a profitable basis, eliminating the speculative feature from it.

Meat Industry and Livestock Supply.

And how is this brought about? By reducing the dealer's overhead in making it unnecessary to employ expensive, if not wasteful help. He makes no large investment in equipment. He does not need spacious quarters in which to operate. He definitely knows his costs and determines his selling price on an intelligent basis.



TIFFANYIZED THE MEAT SHOP Samuel Slotkin, Hygrade Food Products Corp., New York, speaker at convention.

I repeat—it takes the uncertainty out of the retail meat business, and stabilizes it. This is precisely what the packing industry, as a whole, is in need of. The factor of uncertainty in the operation of the packing industry will always be in evidence unless we make some radical changes in our procedure. We packers in our operations are entirely too speculative.

Our livestock supply is not stable enough for our needs. We purchase according to quantity offered, rather than according to consumptive demand. While livestock receipts are less of a seasonal affair than they once were—especially with respect to hogs—periods of over-supply and periods of scarcity come too frequently for good business for either packer or producer.

The producer when shipping his stock to market is not governered by the demand that may exist for his stock. He is governed principally by the fact that no matter how large his production there is a ready market for it at the packing center. The packer is always on the spot to absorb it all, and shoulder the burden of disposition regardless of the fact that at the very moment of purchase he is faced with an inevitable loss; and yet this procedure is regularly followed without any of us asking why we continue to do it.

Have we not arrived at the stage in the development of our industry, where with intelligent action on our part, and, if necessary, with the help and cooperation on the part of our Government, some plan or scheme can be evolved to control livestock production and shipments to market centers, to conform more closely to the requirements of consumption?

We jam our products into freezers and curing cellars to await favorable selling conditions. Does freezing improve the quality of meats, or does the flavor of meat improve with age? Or do we pack our freezers and cellars full because we have the storage facilities to

do so? Right here I want to emphasize, gentlemen, that one of the greatest drawbacks to the development of proper merchandising of the products of the packer is the warehouse and freezer.

We spend millions to build and maintain these freezers and warehouses, which tempt us in time of plentiful supply of livestock to pack them full, irrespective of what awaits us when the time for disposition arrives, and with full knowledge that many of our products will be reduced in value because they have been frozen. Gentlemen, large storage facilities actually de-moralize merchandising. Gentlemen.

Packaged Meats Profitable for Dealers.

Living conditions have changed, and so has the public's palate. The public today is more discriminative in its selection of food. The demand is for finer The desire for highly spiced and heavily cured meat products is giving place to the demand for fresh meats and meats of milder cure and prepara-tion. This change in the people's taste means that the packer must work closer to the consumer demand. He must not only supply the demand for these products, but must lead the way for the dealer to merchandise his products at a profit, for in that way only can the packer expect to make a profit him-

The package idea of selling fresh meat cuts fits the situation perfectly. It revolutionizes the retail meat business, and in doing so, simplifies it. No need for the dealer to be an expert meat cutter, nor is there any need for him to have expert meat cutters in his store. He does not have to depend upon so many human factors in his shop to conduct his business at a profit.

He becomes a merchant and need not be a mechanic. His fresh meats come to him already graded, packed, weighed and marked. The central meat cutting plant does all the work for him on an economical mass production basis. consumer is better pleased in having meat purchases delivered in sanitary packages plainly marked as to contents, grade, weight and price. Each honestly prepared package finding its way into the home creates good will for the pack-er who prepares it.

At this point I want to say that the whole hearted good will of the public is an asset which the packing industry has still to cultivate. The packing inhas still to cultivate. The packing in-dustry, in spite of the great service it renders, and of the small margin of profit on which it operates, has yet much to overcome in antagonistic pub-lic opinion, which is a remnant of con-ditions existing in a period which we have already outgrown.

Laws Need Revising.

I mentioned the Government in connection with our problems of supply of livestock. The Government is a factor of great importance in our selling and distributing problems. Laws have been set up to regulate and control our operations in a time when, perhaps, there was need for these restrictions. But the packing industry, as a matter of fact, American industry as a whole, has outgrown these laws. The antitrust laws are out of date. They do not fit in with the industrial structure as we find it today.

control and supervision. The country is alive to the situation. There is already a movement on foot to prevail upon Congress to act, and the Institute of American Meat Packers should not only join in this movement, but take a leading part in it. The President of the United States, but a few days ago in an address to the American Federation of Labor, while on the subject of the competitive system in American industry, said, "If our regulatory laws be at fault, they should be revised.

Returning to the subject of fresh meat in packages: This manner of selling the packer's chief item of production, fits in admirably with the large small retail distributing units. Fresh cut meats can be sold in a manner similar to salt and sugar in car-tons, or vinegar in bottles. It elimi-nates the necessity of depending too much upon the human factor in the meat department of the store to conduct the business of cutting and selling meat to yield a profit. Fresh cut meat in packages pre-determines profits.

The package idea of selling fresh meats is here to stay, because it is fundamentally sound and meets presentday merchandising requisites. the majority of meat dealers were retail butchers, cutting their own meats with the assistance of their families, or possibly a hired meat cutter or two. the old method of selling meats was perfectly satisfactory. Today, however, with the existence of many large centrally controlled retail units with unlimited facilities for retail distribution, fresh cut meats in packages solves a perplexing problem—that of making the perplexing problem—that of ma meat department yield a profit.

Fresh cut meats in packages permits of complete control of a meat department, and as I have stated before, which is of paramount importance, it pre-de-termines profits. There is clear sailing for the dealer who sells fresh cut meat along the lines of the package idea.

Public Likes Packaged Meats.

I am proud to have been able to play some part in this departure from old methods. The new idea is progressive, and fully in accord with the trend of the age we are living in. My own experience in offering fresh meat in packages has been very gratifying. now servicing close to 100 dealers in metropolitan New York, and are spreading as fast as facilities will permit.

The public's initial response to this innovation in fresh meat merchandising was most encouraging. In our appraisal of this response to the new idea, due allowance was made for the fact that our system was novel—something new which aroused curiosity. It has been our experience, however, that the nov-elty soon wears off, and our dealers tell that those who come to purchase out of curiosity soon become steady customers. We have evidence of this in the ever increasing demands upon our cutting plants to fill the orders.

We are beyond the experimental stage in this work. We are operating on a sound basis, and I look forward to the time when practically the entire output of fresh meats of the packers will be sold to the consuming public in packages, graded, weighed, and branded, as other staple food products are offered in the retail food store to-

Price agreements can and should be CHAIRMAN NEWCOMB: I now permitted under proper Government have the pleasure of introducing Mr.

Frank Parsloe, who is speaking in place of H. C. Bohack, president of the H. C. Bohack Company. Mr. Bohack found himself unable to attend at the last minute and he is substituting his General Manager. He will discuss this same Manager. He will discuss this same subject, "Merchandising Experiments in Fresh Packaged Meats."

"Fresher Cut" Packaged Meats

By Frank L. Parsloe.

In planning this talk, I assumed that many of you gentlemen would be, per-haps, more interested in how we do this operation rather than in what we may have accomplished, and I have predi-cated the talk on that basis.

I believe that we are the pioneers in packaged fresh cut meats, at least in the chain store field. We found, how-ever, that as soon as we presented our product, which we brand as "Fresher Cut" meat, to the public, many other men in the industry were thinking along the same line and trying to develop some practical way of handling fresh meat in packages.

Most of the trade magazines us quite a write-up about this idea, and we have received visitors from Maine to Texas and from Pennsylvania to the Pacific Coast. Everybody seems to be interested. We experimented, very carefully, at our headquarters for six months before we offered our "Fresher Cut" brand packaged meats to prospective customers.

I know that all of you gentlemen realize the many problems one encounters in working out a new method of merchandising any product. When you have a product as highly perishable as fresh meat, the job becomes very

We operate a chain of nearly 700 stores. Many of these are in strictly neighborhood locations which do not



PIONEER IN PACKAGED MEATS It was Frank L. Parsloe, of the H. C. Bohack Co., Brooklyn, N. Y., who first put pre-cut fresh packaged meats on an extensive commercial basis. He told about it at the convention.

justify large fully equipped markets such as we place on main avenues carrying a large transient trade. Out of our total chain, only 260 locations are regular markets. The possibility of opening more stores in the neighborhood locations is much greater than the number of market locations that are available. So we find ourselves in a position to increase the size of our chain but, at the same time, limited on the number of outlets for meat.

Packaged Meat Can be Advertised.

Necessity being the mother of invention, we went to work to find some means of relieving this situation. The answer was "packaged meat." The latest figures available, indicate that there are 62,725 chain grocery units operating in the United States at the present time. Out of this great number of stores, only 16,123 sell fresh meat. So it is quite apparent that the general situation throughout the country is just about the same as ours.

We were particularly well equipped to venture into the packaged meat field, by reason of our exceptional facilities at our headquarters' plant. We have the largest meat cooler east of Chicago for carrying our current stocks, besides a very large pork packing plant, which is right up to the minute in every particular. Here we do everything ex-

particular. Here we do everything except actually slaughter.
That the trend of the times is toward packaged meat, I think, we are all agreed. One great advantage that will help this new method of merchandising is the possibilities for advertising. At the present time it is nearly impossible for anyone to launch a big advertising campaign on fresh meat.

There is somewhere between three and four billion dollars worth of fresh meat consumed each year in the United States. Compared with other food lines, very little money is spent to advertise and sell this great amount of

Meats Cut at Night.

When this meat can be offered under established brands, it will be just as easy to build up consumer confidence and demand for certain brands as it has been with other foods.

Before I go further, let me make it clear that our packaged meats are strictly fresh cut. We have not, up to the present time, attempted any experiments with the frozen line. For our particular operations, there would be no advantage in freezing the cuts. As I have explained, we are in a position to prepare the fresh cuts as required, and the introduction of freezing would simply add one more operation, which would increase the cost to the consumer.

Under our method, our managers telephone their orders to headquarters each evening, between 5:00 and 6:00; when the day's selling is practically over. In this way they can estimate very closely what they will need the next day. These orders are recapped and turned over to our packaging department, which operates, like our bakery, all night. The actual time between the cutting of the meat, and the time it is put on display in the stores, is so short that we are justified in branding it as "Fresher Cut." Each product is carefully wrapped in moisture-proof cellophane and, when displayed in the cases under artificial light, makes a very attractive picture.

We consider our present packaging operation as being very crude, compared with what we will be able to do when operating on a larger basis. We have succeeded in showing a steady reduction in production costs since the time we started. With the introduction of more automatic machinery, we know we can effect large savings over our present costs.

Meats Must be Sold in 48 Hours.

We opened up seven "Fresher Cut" packaged meat departments on February 28, 1929. We now have between 40 and 50 of these units in operation.

Some of our friends were of the opinion that we might encounter sistance from the public, due to the desire to see the meat actually cut. We did not entertain many misgivings on this score since a very large proportion of the meat sold in our large markets for the last few years has been pre-cut and sold from the platters in the cases. We found that we were right in our opinion, and the packaged meats received immediate favorable comment from all classes of trade.

As the meats are cut, they are passed over a scale, and the man handling them calls off the exact weight and retail value of the item. What we call the "label writer," sets down the weight

FRANK EDSON WHITE, OF PEORIA, ILL. HAS WORKED HIS WAY UP TO A DEPARTMENT MANAGER WITH ARMOUR AND COMPANY — FRANK WAS SETTING PIS. A WEEK NOT SO LONG AGO

CELEBRATING TWO ANNIVERSARIES

The date was Sept. 9, 1905, and as the caption shows, F. Edson White celebrated his 32nd birthday by getting a promotion to department manager at Armour's.

Except for the stove-pipe collar, President F. Edson White of Armour and Company looked much the same as he attended the 25th anniversary packers' convention this week. (Sketch from Armour Magazine.)

and price on the label. The label is then placed on the meat, which is passed along to the wrappers. The label is under the cellophane, and cannot be tampered with. The packages are tied with automatic machines, which tie a knot that cannot be duplicated very easily by hand. Any attempt to open and re-tie the package is easily detected. This gives protection to the customer.

All the labels are dated in code, and we insist that all fresh meat and poultry be sold within 48 hours. In view of the fact that the manager places his order each evening for one day's supply, and is allowed 48 hours in which to sell it, there is no reason why any store should have any out-of-date merchandise.

How Meats Are Prepared.

The guarantee of absolutely fresh goods, is a great point with the customer. Everyone who has operated a retail meat business knows the difficulty in being sure that employes never sell anything to a customer that is not absolutely fresh.

If a chain were to attempt to put full-fledged markets into the neighborhood locations where we put this packaged line, this question of stale goods would be very hard to handle, since the volume in these stores will be around \$350 to \$400. Our "Fresher Cut" packaged meats are under almost constant refrigeration from the time the animal is slaughtered in Chicago, until it reaches the consumer.

As an example: A steer comes off the packer's killing floor, and goes into the chill room. It is then loaded into a refrigerated car which carries it direct to our cooler. Here it hangs until it goes into our cutting department, which is under the same temperature as our cooler, and directly connected with it. Here the product is cut, weighed, wrapped and tied, and then placed in a shipping box which is pre-cooled in the cutting room.

This box is then charged with dry ice, closed, and loaded on the truck to be delivered at the store. This shipment can be left outside of the store early in the morning before the manager arrives, and will hold the desired temperature for at least six hours. On arrival, the manager pulls the one or more boxes he may have received into his store, where he opens them and places the packages in his refrigerated display case, which is run at 32 degs. F. So you see the product is under almost constant refrigeration.

There are no excessive costs involved in equipping these stores. In fact, it is possible to make a general saving all the way down the line, and the finished product may be offered to the customer as low in price, or lower, than might be required under the ordinary method of selling meat.

Even Distribution of Cuts Effected.

The store equipment consists merely of an 8-ft. electric lighted refrigerator case, having the maximum display space, with a storage compartment underneath. We install a small ammonia compressor, which takes care of the butter box as well as this case. No tools, scales, blocks or ice-box are required.

Another factor which has a direct bearing on the cost to the consumer is the possibility of more even distribution of the various cuts. We all know that in operating any business, a certain average profit must be obtained in order to make a net profit. A butcher shop operating in a neighborhood where the pocket books cannot afford porter-house steaks and the fancier cuts, must merchandise these below their actual value in order to move them. And, to get the average gross profit required, the soup meat, stew beef and cheaper cuts must be priced a little higher. In the higher class neighborhoods, the same thing takes place, except that the profit is taken on the better cuts, and the poorer ones sold at a discount. In either case, the public pays the bill.

With the packaged meat method, it is possible to make a much more even distribution of the various cuts to the neighborhoods that can merchandise them to the best advantage, and thereby a real saving is made for the customer.

The sales expense at the point of sale is very low, since any clerk or boy can sell these packages just as easily as he would a can of tomatoes or a cake of soap.

Centralized cutting makes it possible to utilize the skilled butchers' time much more efficiently than can be done in the store. These men are kept busy constantly cutting from the time they punch the time-clock and put on their white frock, until they check out.

Merchandising Costs Are Low.

You see after all our scheme is very simple. We have not introduced any factors, with the exception of cellophane, which could possibly increase the cost. No matter how you handle meat, someone must cut it, weigh it and tell the customer how much it will cost. Then it must be wrapped. The only difference in our method is that we wrap the product in cellophane and, by centralization are able to do all of the other necessary operations more efficiently.

ciently.

As I stated in the beginning, this is an entirely new venture, and we know we have much more to learn as we go along. As far as we have gone, it looks very promising, and we have confidence in it. This is indicated by our opening more stores. We went through one of the hottest summers that Brooklyn has ever experienced, without any

Through this method, we can offer meat to customers that we could not otherwise reach, and we know that the quality of these packaged meats will not only make friends at the point where they are sold, but will help make friends for Bohack meats all over the

Some of the other gentlemen who spoke before here mentioned the use of "choice" grade for the packages. We have restricted our operations so far to strictly "prime" meat and the very fanciest of the "prime." We bring most of our beef from Chicago. And when we get it in the cooler, we go through it and select again, to get the very tops out of the prime for this package

Simple Shipping Box Used.

I mentioned before that we would be very glad to pass on our ideas to anybody else, to help them if they desire to go into this package meat idea. But



JAY E. DECKER
(Jacob E. Decker & Sons, Mason City, Ia.)
Director of the Institute.

I hope any one who goes in will go in as we have—on strictly a quality basis. Two or three years from now it will not make any difference, because any one then who attempts to merchandise poor quality will simply jeopardize his own success, but at the present time and for some little time to come, in order to get the public package meat minded it is highly important, I believe, that we all adhere strictly to top quality.

As this operation grows larger there will be an oportunity for additional salvage from the trimmings. The trimmings now go into the rendering plant to make soap tallow. If operating a large number of stores from a central plant, much of the trimming could be turned into edible stearine, and I think most of you gentlemen are thoroughly familiar with the relative market price of edible stearine as against soap tallow.

We found in our initial experiments that it was very desirable to eliminate the CO₂ gas, which comes off of the dry ice as it evaporates. We were assured in the beginning that this CO₂ gas would, probably, enhance the appearance of the product, but we found out from exhaustive tests that that was not so and, particularly with the red meats, it had a very deteriorating effect.

The box we use for shipping these packages to the stores is a very ordinary appearing box 16 in. deep, 24 in. wide and 3 ft. long. It is metal lined. We have loose metal racks inside which keep the product ½ in. away from the bottom and ½ in. away from the sides and ends. This allows for a certain amount of circulation.

Shipping Costs Low.

The dry ice chamber is like a square can which is "let" in through the cover. The cover is a flap-hinged cover. This metal can is set into the cover and closed from the outside by a wooden plug. After the products are packed in

the box, the cover is closed, a piece of dry ice put into this chamber and the plug put in on top. There is no possible way the CO₂ gas can get into the box with the products. If it forms sufficient pressure, as it will at times, it will force the plug up to allow the gas to escape.

The refrigerating cost of this box is very economical. On the hottest days we had last summer we were able to maintain the desired temperature with 1½ lbs. of solid CO₂ costing 7½c for six house refrigeration.

six hours refrigeration.

We like the box better than refrigerated trucks, because it is so much more economical. Were we to go in for refrigerated trucks it would mean we would have to tie up a great deal of capital in rolling stock. This could not be used at other times of the day, whereas with the shipping box idea we can use any truck that happens to be available. And should we so desire we can ship it out in the middle of the night right along with the bread trucks and drop it off with the boxes of bread.

As long as we maintain the temperature around 32 degs., or below 35 degs., we have absolutely no trouble with leaking packages. It is not until it gets above these points is any indication of free blood or meat juice in the package.

Store Managers Like Pre-Cut Meats.

Our grocery managers welcome packaged meats as it gives them an immediate increase in salary. We pay all of our grocery managers, as do most chains, on a salary and percentage basis. In our case it happens to be \$35.00 a week and 1 per cent. A meat department put in means an immediate increase of from \$3.50 to \$4.00 in the salary of the manager.

They need very little training. The only difficulty we have encountered was to impress them with the fact that because they are located in strictly neighborhood stores, what may prove a noor seller today will be a big seller tomorrow, and just the reverse.

row, and just the reverse.

Managers sometimes become very enthusiastic, If pork chops are a big seller today when they telephone in their order for tomorrow they like to double up. They say, "Pork chops are the thing for my store," but they lose sight of the fact that they are handling the same customers over and over each day and, naturally, these will not buy the same products.

One factor we have maintained in our advertising, was the elimination of any mention of pound price. All of the prices are figured on the unit basis. To meet the requirements, cuts are sold on a pound basis, and any inspector or any customer desiring to know how much a pound a particular product may be, can, by simply asking the clerk to figure it, calculate the pound price. The package itself is priced on the unit basis.

We do not make any attempt to standardize the weight or size of the unit. Just as they fall after they are trimmed is the way we wrap them. This, I have found, is a very great advantage in lifting ourselves out of competition with those who will put any type of price in the window and always succeed in getting it back with a little more by the time the customer gets the merchandise.

Returns Are Small.

The returns so far in our particular

operation have run around 3 per cent, sometimes more, sometimes less. The average will be around 3 per cent. This we consider very satisfactory and does not indicate an actual loss, since we have outlets whereby these few returns we have can usually be merchandised at the full original cost. In view of the fact that we restrict the time to 48 hours, when these returns come in they are just as pretty and just as fine as when they went out and anyone would buy them for his own table.

We have not found any shrinkage of weight in these packages, that is nothing excessive. We attribute that principally to the fact that we wrap them in moistureproof cellophane. If we attempted to display cuts unwrapped, we would experience pretty severe shrinkage, since 32 degs. would dry it up quite

(The meeting adjourned at one o'clock.)

Fourth Session

Tuesday, October 21, 1936.

The fourth session convened at twothirty o'clock. Jay C. Hormel, Vice-Chairman of the Board, presided.

CHAIRMAN HORMEL: It is my first pleasure to introduce what I hope is the speaker who will deliver the best paper of the whole convention program, John W. Rath, Chairman, Committee of Interpretation and Appeal.

Progress and Problems in Trade Practices

By John W. Rath.

For a great many years it has been apparent to every one connected with the meat packing industry that practices had developed and continued that were inimical to the best interests of the business.

Whenever two or more packers got together, discussion usually came around to the question of some one or more vicious practices, and everybody seemed to be desirous that they be corrected. But like the correction of the weather, no one did anything about it.

It was apparent that other industries had faced similar problems, and some of them were able to at least partially solve them by adopting a Code of Trade Practices. The officials of the Institute, by inquiry and conference with federal authorities, ascertained how this had been brought about in other industries, and immediately steps were taken to try and do something for the packing business.

As you know, district meetings were held, at which time various practices that had been carried on in the industry were discussed and recommendations were made for rules to correct them. The reports of these meetings were forwarded to the Institute, and then a meeting was held with Dr. Mohler, representing the Secretary of Agriculture. You will recall that at this meeting the Code as finally accepted was adopted.

What The Code Is.

The Code of Trade Practices of the American Meat Packing Industry represents an effort by packers and wholesalers to improve the trade practices



JOHN W. RATH
(Rath Packing Co., Waterloo, Ia.)
Director of the Institute.

in their business by eliminating certain uneconomic or unfair methods.

Among practices outlawed are secret or discriminatory concessions for the purpose of injuring a competitor or with the effect of substantially reducing competition; obscuring by deceit the prices at which goods are sold; the giving of premiums, slander of a competitor's business or products; selling below a reasonable market value for the purpose of injuring a competitor or with the effect of substantially reducing competition; and certain practices that were previously associated with the purchase of live stock.

The Code is a business man's document, drawn by business men, adopted by business men and applied by business men. By its aid we seek to eliminate flagrant waste and to eliminate or avoid certain unfair practices. We can not use or abuse it to fix prices. The Code would be a useless tool for such an effort. In the first place, its legality would break down; and in the second place, its effectiveness would break down. A Code of Trade Practice is only as sound as the economics of its rules.

It is a fact that one rule in the Code is hostile to selling below a reasonable market value for the purpose of injuring a competitor or with the effect of substantially reducing competition, but that rule, on examination, will be found to safeguard rather than restrain competition.

The Code of Trade Practices represents the collective intent of hundreds of packers and wholesalers to improve the ethical and economic standards of their industry. They mean business. Numerous doubtful practices have been questioned, and numerous violating practices have been reported.

The correction of bad and uneconomic usages accrue to the benefit of both seller and buyer alike. The customer, whether he is a small or a large buyer, wants to know that he is receiving fair and equitable treatment and that the terms and conditions offered to him are in proper relation to those offered his

competitor, all other things being equal. The Code of Trade Practices gives him this assurance.

Code Has Improved Plant Efficiency.

What have been the effects of the Code? Let me attempt to answer this question specifically.

question specifically.

First, in the Code hundreds of packers and wholesalers have recorded an ideal: the improvement of trade practices, economically and ethically. That it itself is worth something. Practices may be covered later with which the Code does not now deal. But even now, at the very least, packers have stated certain practices in which they will not engage or from which they will refrain. That, I say, is worth something. In fact, it is worth a great deal

fact, it is worth a great deal.

Secondly, the Code resulted and is still resulting in a critical examination by packers of practices in their own businesses to ascertain whether they square with the Code. In our Company which, I believe, is not without its own standards, there is hardly a day when some one does not ask me whether such and such a practice would be in violation of the Code. A similar test has been applied to trade proposals by other companies. A reasonable inference is that the Code has corrected and prevented, in numerous instances, unfair and uneconomic trade practices with which, otherwise, the industry would have to contend. The Code put a sudden stoppage to a number of these.

In the third place, the Code has enabled numerous packers to effect greater efficiency through lower costs. Packers previously were afraid that if they discontinued certain wasteful or unfair methods they would simply sacrifice trade to competitors operating more wastefully or less ethically.

Uneconomic Practice Outlawed.

This last effect is an important one. It helps a business which would prefer to hold itself high to refrain from stooping to meet a bad practice in which it hears a competitor is engaged.

The rules are of two kinds: Those which outlaw practices that are unfair under the law, and those which outlaw practices that are not of themselves unlawful but which are uneconomic and opposed to the best business standards.

An example of the first kind is the rule against price discrimination for the purpose of injuring a competitor or with the effect of reducing competition. Such discrimination, unless it falls within the exceptions noted in the Clayton Act, is a violation of law.

An example of the second kind is the rule against the giving of premiums. Under some circumstances the giving of premiums is not unlawful. But it is a bad business, and the resolution of the industry to do away with it is entirely in order. Premiums obscure competition; the abolition of premiums makes competition more direct. A buyer would find it difficult to compare two prices for bacon if one packer offered to give a radio and another a phonograph with every 100-lb. purchase.

A very important point to note is that so long as prices are not controlled and trade not restrained, it is entirely lawful to resolve, as the industry has, to cut out or avoid certain practices which are not in themselves unlawful but which are unsound and disorderly or harmful.

Committee Handles Complaints.

So long as an industry does not try to use the Code to beat the Anti-Trust laws, or to violate other statutes, the public interest will not be jeopardized because the Quality Packing Co. has discontinued giving away a grand piano with every carton of lard, and the Sluggish Meat Corp. has ceased to offer a celluloid casserole with each 8-oz. package of bacon.

I believe that in the long run the respect with which our Code is regarded the Government will depend by on the honesty of our purpose in interpreting and administering it than on fine technical questions.

In order to set up an organization to handle the complaints the President of the Institute appointed the following members on the Committee of Interpre-tation and Appeal: T. P. Breslin, Standard Packing Co., Los Angeles, Calif.; B. C. Dickinson, Louis Burk, Inc., Philadelphia, Pa.; I. M. Hoagland, Armour & Company, Chicago, Ill.; John R. Kinghan, Kingan & Company, Indianapolis, Ind.; Oscar G. Mayer, Oscar Mayer & Co., Inc., Chicago, Ill.; Henry Neuhoff, Neuhoff Packing Co., Nashville, Tenn.; J. W. Rath, The Rath Packing Co., Waterloo, Ia.

There are seven members in all and, as you know, they are widely scattered from one ocean to the other and well distributed in between. In addition to the Committee being geographically widely separated, the members are lected from large, medium and smaller operators, so that it is a representative one.

How Complaints Are Handled.

Whereas unsettled complaints and answers are typically referred by the Institute to a regional chairman or a divisional committee for a first hearing, a request for an interpretation is sent by the Institute directly to the Com-mittee of Interpretation and Appeal, with all identifying words omitted.



COMPARING COST FIGURES

Louis A. Sucher of the Sucher Packing Louis A, Sucher of the Sucher Packing Co., Dayton, always was good at figures, and now he has found a sympathetic listener in director Howard Greer of the Institute's department of accounting.

Before this is done, however, the President of the Institute gets in touch with the party against whom the complaint is made, and if this party agrees to discontinue the practice, the matter is dropped. If he does not agree to this, then the question is submitted to the Committee of Interpretation and Ap-

peal for a ruling.

The practice is for the Institute to send to each member of the Committee of Interpretation and Appeal a copy of the complaint with all the identifying names deleted, so that the Committee does not know who is making the complaint or whom it is registered against. want to say in all the complaints that have been before the Committee, so far as I know, the Committee has not been aware of the name of a single com-plainant, nor do they know the name of a single one against whom the complaint has been registered.

The members of the Committee, being widely separated geographically, are not in position to confer one with the other, so that each one of them registers his vote without knowledge of any other member's vote. Therefore, there should be an unbiased decision. The votes are all sent to the chairman of the Committee who records his vote and sends the report to the President of the Institute for handling.

In view of the importance of the questions that the Committee are called upon to decide, the Committee themselves agreed several months ago that a bare majority should not govern questions as important as these, so they adopted a rule providing that no question would be decided without five concurrent votes of the seven members.

Members Cooperating Well.

Since the organization of the Committee 34 requests have been submitted for their consideration. Decisions were reached on all but three of these requests in accordance with the rules of the Committee. These three are still Six requests were unanimously voted violations of the Code and one request was unanimously voted not a violation. The remainder were decided by five or more concurrent votes.

You might be interested in the nature of the complaints. Five requests had to do with secret rebates, concessions or allowances, which come under Rule A; three with obscuring price at which goods are sold, coming under Rule B; ten with discriminating unduly in terms, prices, discounts, services or allowances, covered by Rule C; six requests on the giving of premiums, covered by Rule D; one request on the guaranteeing against market decline, under Rule E: one request regarding evasion of contract, under Rule G.

You will note from this that the questions before the Committee covered a wide scope.

So far as we are able to determine, the decisions of the Committee have been accepted with good grace by the members of the Institute and we believe all the members are endeavoring to carry out the Code in as far as they understand it. Frequently points are raised questioning whether certain practices are violations of the Code.

Decisions Can't Be Hurried.

It is plain that the Code has had and is having a strong and wholesome effect on trade practices. This effectiveness is due to the sincere desire of the pack-

ers to observe the Code-to make it

effective.

We sometimes have requests for immediate answer, and on two occasions the Committee was asked by telegraph for an interpretation with a request for a telegraph reply.

It is necessary for the members of the Institute to realize that the members of this Committee are like the other people in the packing industry, pretty busy men and they are not always sitting at their desks waiting for requests to come in to be determined, so that even if the requests are sent by telegraph it is not always possible to get immediate response from the seven members of the Committee scattered from one end of the country to the other.

Not only this, but sometimes additional information is needed before the Committee can decide the points raised in the request. This necessitates a letter to the President of the Institute and he, in turn, must pass it on to the one making the original inquiry.

I must say that the members of the Committee have been very prompt in answering requests that have been made, but when you realize that one member lives on the Pacific Coast and another member on the Atlantic Coast, it takes some little time for the correspondence to get back and forth. Pacific Coast member has more than done his share. Not only is he very prompt in giving attention to the requests, but he invariably sends his vote by air mail, in order to avoid delay.

Premiums Outlawed.

As was expected, we received requests of all kinds for interpretation. Rule C involves one of the most discussed principles in codes of trade practices. It provides that: "Discriminating unduly among buyers, either in terms, or in prices, or in discounts, or in services, in allowances, or in any other way, for the purpose of injuring a competitor ducing competition, is an unfair trade practice."

The rule also provides, however, that: "Differences on account of grade quality or quantity of the commodity sold, or the cost of selling or transportation, or made in good faith to meet competition, do not constitute undue discrimi-nation." We have had several cases under this rule. I shall cite only one.

A considerable number of packers

were allowing certain chain store systems to deduct from their bills a discount of ½ of 1 per cent, ostensibly as a cash discount. In actuality, this was a discriminatory discount. It was not a discriminatory discount. It was not given even to all large buyers who might pay cash. This represented a bad business practice and was questioned whether it was not a violation of Federal law.

Another request asked for a ruling on a practice of giving 1 lb. of lard to a customer with each purchase of 1 lb. of lard. This was ruled a viola-

Advertising Allowances a Violation.

What practice could be more undesirable than the giving of premiums with meat? The giving of premiums could be carried to such an extent that competition would be competition in premiums rather than competition in price or quality of product.

One or two industries have fallen vic-

tim to the premium habit. Let us keep the packing industry out of that cate-

gory.

In one case the request was sub-mitted stating that the packer had made an arrangement with a bake shop to bake hams for Easter at 25c each. Thinking that the packer was paying the 25c the Committee first voted that this was a violation, but at the request of one member of the Committee, further inquiry was made and it was found that the packer did not pay any part of the cost of baking the hams, so the Committee had to reverse itself and unanimously voted that the practice was not a violation.

Another request related to the distribution of packinghouse products to retail stores on consignment. This was voted a violation under general rules B and E; B, obscuring the price at which goods were sold and E, guaranteeing a customer against market decline.

One request asked for a ruling on allowing a retailer 2c lb. for advertising certain packer's products. The unani-mous decision of the Committee was that this was a violation.

Another case, advertising allowance for introducing certain lard and bacon was considered a violation.

In a certain case under Rule A a kind of demonstration deal was described somewhat as follows:

Gave a Rental Allowance.

First, a rental allowance for the space in which the demonstrations are held; an additional allowancesecondly, an additional allowance—called "demonstrator's expense"—to pay the help of the dealer, but not used entirely for demonstrator's expense;

Second, on special sales days, a cer-tain amount of free goods beyond the quantity needed as samples for testing. The Committee was asked whether the practices questioned were a violation of the Code. The Committee ruled that they were. They are a violation of Rule A and possibly of Rules B and C. Shipments of boiling hams in barrels The Committee ruled that

with intentional giving of overweight was voted a violation.

Substituting light loins for heavy loins on heavy loin orders, and in some cases deliberately, thus obscuring the price, was deemed a violation.

Advertising cooperatively with Retail Grocers' Association was deemed a vio-

lation

Another case submitted to the Committee was whether a packer demonstrating sausage through his own demonstrators in a retail place was violating the Code by so doing. The Committee ruled he was not.

Rule E eschews the practice of guaranteeing a customer against a market decline or a market advance. Transactions covering commodities governed by rules of practice of the Na-tional Cottonseed Products Association are excepted.

In another instance it was alleged that salesman had submitted quotations on hams with a notation reading like this: "Let me book your hams for Easter. You aren't forced to take them if you don't want them."

Canned Meats Not Included.

A complaint was filed. The re-spondent stated that an investigation disclosed that no product was booked or delivered and that no sale was made or consummated. It was, also, argued that if the hams had been booked there

would be no guarantee that if the market declined the customer would get the benefit thereof. The complainant main-tained, however, that the offer to make a sale in violation of the Code is just as bad practice when not accepted by the buyer as it is when accepted. The case was referred to the Regional Chairman, who held that in effect the salesman had guaranteed a regular customer against a price advance.

The Regional Chairman negotiated

with the respondent to obtain a discontinuance of the practice at which the complaint was directed. The respondent, while maintaining his position that the Code had not been violated, stated that the practice was against the policy of the company. The Regional Chairman thereupon recommended that the complaint be dismissed, which was

A hasty review of complaints made and interpretations issued, indicates no complaints or requests for interpreta-tion under Rules H and I or under any of the rules affecting purchase of live-

A packing company handling canned meats has recently appealed to the Ex-ecutive Committee for interpretation of the preamble to the Code which ex-cludes "canned goods" from application of the Code. The appellant maintains that the term "canned goods" does not mean canned meats and that canned meats are included in the Code. At the time this paper was prepared the Ex-ecutive Committee had not yet passed on the appeal, but I understand today they did and the ruling was that canned meats were not included in the Code.

Decisions involving sales of tankage have been suspended. An investigation is being made under the auspices of the Committee on Animal Feeds regarding the practicability of applying the Code

to tankage.

The Code has worked very satisfactorily. About the only supplement that is recommended at this time is the development of arbitration machinery to



R. T. KEEFE (Keefe-LeStourgeon Co., Arkansas City, Kans.) Director of the Institute.

be used in connection with Rule G. In my opinion, all packers and wholesalers should be asked in advance to examine and endorse some effective arbitration machinery and agree to abide by the findings made by the arbitrators lected in accordance with the procedure formulated.

The Chairman of the Committee of Interpretation and Appeal and the Chairman of the Legal Committee have been in indirect correspondence regarding the advisability of advance opinions from an attorney as an aid to the members of the Committee of Interpretation and Appeal.

CHAIRMAN HORMEL: We seem to center our affections on those who serve There are a few that have served us who stand out as having served long and well. Our next speaker is such a one, Oscar G. Mayer, Chairman, Committee on Uniform Inspection.

Federal Inspection

By Oscar G. Mayer.

For many years the packing industry has been disturbed from time to time by differences concerning inspection.

On September 27, 1929, at the suggestion of President Woods, the Executive Committee adopted a motion: 'that an appropriate resolution be introduced at the next convention authorizing the President of the Institute, in consultation with the Chairman of the Board, to appoint a committee, including non-federally inspected packers, to work out and execute plans for achieving a uniform state inspection

In accordance with this action, a resolution on the subject of inspection was introduced at the last convention and passed without a dissenting vote.

In furtherance of the purpose of this resolution, the President of the Institute, in consultation with the Chairman of the Board, appointed a Commission on Inspection, the membership of which includes packers subject to local and state inspection, as well as packers subject to federal inspection.

Commission on Inspection.

The membership of the Commission The membership of the Commission is as follows: George L. Franklin, Dunlevy-Franklin Co.; T. P. Breslin, Standard Packing Co., Inc.; B. C. Dickinson, Louis Burk, Inc.; R. F. Eagle, Wilson & Co.; J. M. Emmart, Emmart Packing Co.; Otto Finkbeiner, Little Rock Packing Co.; Henry Fischer, Henry Fischer Packing Co., Inc.; G. M. Foster, John Morrell & Co.; W. H. Gausselin, Mutual Sausage Co.: Frank Green. Armour and Sausage Co.; Frank Green, Armour and Company, F. A. Hunter, East Side Packing Co.; John R. Kinghan, Kingan & Co.; W. C. Kirk, Armour and Com-& Co.; W. C. Kirk, Armour and Com-pany; George N. Meyer, Fried & Reine-man Packing Co.; Chester G. Newcomb, The Lake Erie Provision Co.; John W. Rath, The Rath Packing Co.; Armin Sander, The A. Sander Packing Co.; W. F. Schluderberg, The Wm. Schluderberg-T. J. Kurdle Co.; George A. Schmidt, Stahl-Meyer, Inc.; C. B. Shaw, Swift & Company; J. A. White, Western Meat Co. This list of 21 members included. includes 8 or 9 non-Federally inspected packers.

Mr. George L. Franklin, who is President of a company which is subject to local and state inspection, is

Chairman of the Commission, and, as you know, the speaker is Chairman.

Following one of the first meetings of the Commission, the Institute advised Dr. John R. Mohler, Chief of the Bureau of Animal Industry, of the industry's plan to promote a movement for a uniform state inspection law to be enforced by the state and federal governments in co-operation.

The Institute suggested, as a preliminary step toward uniform inspection, that the present federal law and regulations should be surveyed carefully. The Institute also suggested that the Bureau of Animal Industry itself might wish to appoint a committee to examine the inspection situation and offered to co-operate with such a committee.

Dr. Mohler received the Institute's proposal cordially, but suggested that it would conserve time if the industry, before proceeding further, would crystallize and systematize any views it might develop with respect to the existing law and regulations.

Survey Committee Appointed.

In accordance with this suggestion, a Survey Committee was appointed from the membership of the Commission on Inspection to study the application of the existing law and regulations, and to make suggestions for possible modification, either by clarification, by strengthening, or by abatement.

The Survey Committee, like the Commission, is composed of packers subject to local and state inspection, as well as packers subject to federal inspection.

The Survey Committee was not able to consider all of the suggestions made by member companies, and a Drafting Committee, constituted similarly to the Survey Committee, but having fewer members, was appointed to complete the study, prepare recommendations, and submit them to the Commission.

As a means of initiating the survey of the existing federal law and regulations, suggestions were sought from members of the Commission on Inspection and from the staff of the Institute.

These suggestions raised a number of questions of a fundamental nature which the Survey Committee discussed freely, frankly, and pleasantly.

freely, frankly, and pleasantly. Please bear in mind, in hearing what I have to say now, that not all of the recommendations made by the Survey Committee and the Drafting Committee have been passed on by the Commission, and that when they are passed on by the Commission, they must be submitted to the Executive Committee of the Institute before any action is taken.

Favors Thorough Inspection.

One of the first questions of importance to come before the Survey Committee was the matter of exemptions from inspection. The Committerecognized that from a practical viewpoint it might be somewhat difficult to avoid exemptions under some circumstances, but was unanimous in the opinion that, since the wholesomeness of the meat supply was involved, it was proper that all meat should be inspected. The Survey Committee thereupon made the following recommendation:

"Recognizing the political and practical principles involved, and viewing the matter from the standpoint of the health of the public, the Committee



OSCAR G. MAYER

(Oscar Mayer & Company, Inc., Chicago) Director of the Institute.

goes on record as favoring thorough inspection of all meat offered for sale."

Later, the Commission on Inspection accepted this recommendation but divided it into two recommendations reading as follows:

"(1) That all interstate shipments of meat should be inspected by the Bureau of Animal Industry without exemption of any kind or character.

"(2) That there should be thorough inspection at the time of slaughter by duly qualified veterinary inspectors of all meat offered for sale."

The Question of Exemption.

It has been suggested that if, for practical reasons, it seems desirable to make these recommendations with respect to exemption less sweeping, it can be done by providing that exemptions from meat inspection should be afforded only to bona fide individual farmers slaughtering a limited number of live stock raised or grown by themselves on the farm, and to persons delivering meat food products to localities wherein there would not be available to consumers or purveyors to consumers meat products prepared under inspection, either state or Federal. That condition is in spots in the less sparsely settled portions of the United States.

Another subject which evoked a spirited discussion in the Committee was the question of the use of color. With respect to color, the Survey Committee made the following recommendation:

"In the uniform inspection law contemplated the use of harmless color on meat and meat food products should be permitted under appropriate restrictions without declaration, in order to permit our product to retain its sales appeal, as is the case with products of other industries such as butter, cheese, confectionery, soft drinks, etc."

Use of Color.

The Commission on Inspection, acting later on this recommendation, voted to recommend "that the same latitude in the use of harmless color that is permitted to competitive food industries be granted to the meat industry."

The chief arguments that moved the Commission to adopt this resolution were that the use of harmless color increases the salability of products to which it is applied without injuring the quality in any way, and that permission to use harmless color would place the industry in a better position with respect to competition with other food industries which are permitted to use color. In answer to the suggestion that the use of color afforded an opportunity to conceal inferiority, one committee member stated that an adequate uniform inspection system should prevent the concealment of inferiority.

Matters relating to sausage also developed a large amount of discussion within the Survey Committee, as well as in the Commission.

As you know, the present federal regulation provides that cereal up to $3\frac{1}{2}$ pert cent may be used in sausage, but the phrase "Cereal Added," must be printed on the label. Sausage containing more than $3\frac{1}{2}$ per cent of cereal must be labeled "imitation."

With respect to the moisture standards for sausage, the Commission recommended that a request be made that the regulations be slightly changed, so as to provide for an amount of moisture equivalent to four and one-half times the protein content, plus 10 per cent, instead of four times the protein content, plus 10 per cent, as now provided for. The feeling is that this slight modification would facilitate manufacture and promote consumption.

One reason for adopting this resolution was the natural variation in the moisture content of different kinds of meat and different lots of meat, which make it difficult for the sausage maker to be sure that all lots of sausage are within the prescribed limits. Another reason is that, also because of the variation in the moisture content of different kinds of meat, some lots of sausage required additional moisture to make them really palatable.

Light and Ventilation.

Another recommendation adopted by the Commission, which seems to me to have general interest, was the suggestion that the use of either natural or artificial light, and, where ventilation is required, of either natural or mechanical ventilation, be permitted at certain points in the packinghouse where it may not be practical to supply natural light and ventilation.

The Committee felt that the use of artificial light and ventilation is in harmony with modern scientific industrial practice.

The Survey Committee and the Commission itself considered in addition a large number of suggestions. Some were adopted, but, as they were of minor importance, I shall not take the time to discuss them here. A large number of suggestions were rejected by the Commission. And I will say a still larger number was received. The mail which the Commission received as a result of its inquiry of the membership was really quite formidable and quite gratifying.

It should be borne in mind that the suggestions and recommendations which I have mentioned will be discussed with the membership and referred to the

Executive Committee of the Institute before the Institute is committed. I have mentioned some of the recommendations here merely because of their general interest.

Achieving Uniformity.

As a result of its study of the suggestions submitted by members, the Drafting Committee came to the conclusion that many of the suggestions involved the customary routine administration of the regulations rather than the regulations themselves and suggested that it would be helpful if the Commission could discuss informally with the Bureau the practical application, in a uniform manner, of some of the regulations.

In this way, it was felt that some of the conditions which the members at times have encountered could be corrected. If the Commission considers the suggestions favorably, and our recommendations meet with executive approval, it will be our purpose to seek the permission of the Bureau of Animal Industry to enter upon such a discus-

Mention here of the Commission's ideas regarding uniformity in the federal inspection service should not be construed as being in any sense a criticism of the Bureau of Animal Industry. Such emphatically is not the case. It is a fact, however, that where a large number of inspectors—all of whom are only human beings—are employed in widely separated and sometimes even remote sections of the country, uniformity is sometimes difficult to achieve.

The Bureau of Animal Industry at Washington constantly is striving to make its inspections and everything connected therewith uniform. A number of examples could be cited if time permitted. Our feeling is that we can assist the Bureau and the industry in obtaining the greatest possible degree of reasonable uniformity in all things.

Naturally, the operators of official establishments meeting together, as we of the Institute have been meeting in the Commission and in conventions and committees, have an opportunity to discover lack of uniformity wherever this exists. It is our purpose to bring instances of this sort to the attention of the Chief of the Bureau, and we know from past experience that any constructive suggestions we offer to Dr. Mohler will be examined and promptly acted upon if meritorious.

Plan for Combined Inspection.

Let us now consider briefly the steps that will be necessary to bring about "a uniform and adequate state inspection law to be enforced by the state and reduced governments in conversion"

federal governments in cooperation."

What is needed, of course, is some definite workable plan for such a law. Although our proposed plan has not been worked out in detail, I believe that we have found one that, with some refinement and possible modification, will be workable.

Briefly, the plan provides for the enactment of a federal law or extension of the existing meat inspection act which will authorize federal cooperation and financial aid to states in connection with uniform inspection.

To obtain this cooperation, our plan provides that it would be necessary for each state to adopt regulations governing inspection which shall meet with the approval of the Bureau of Animal Industry and to appropriate a sum of money sufficient to defray one-half or more of the cost of maintaining inspection.

A unique feature of the proposed plan is that inspection shall be made in intra-state establishments by inspectors in the employ of the state, but licensed jointly or cooperatively by the state and by the Secretary of Agriculture. Licenses issued to such inspectors would be subject to suspension or revocation either by the state or by the Secretary of Agriculture, or by both of them acting jointly whenever, after a fair hearing, it should be determined that the licensee was inefficient or intentionally or carelessly failed to perform the duties entrusted to him or had accepted any money or other consideration directly or indirectly for any improper performance of duty.

Federal Aid to States.

Continuation by the federal government of aid to the states would be conditioned on the maintenance of the standard of inspection to the satisfaction of the Bureau of Animal Industry.

This proposal has ample precedent in the Federal-Aid Road Act and in the financial cooperation extended by the Federal government in tuberculosis eradication work, in agricultural extension work, in vocational education, and in other activities.

The Federal-Aid Road Act furnishes an especially pertinent example. This Act provides that under certain conditions the Federal government will pay up to 50 per cent of the estimated cost of building highways within the states, provided that the plans, specifications, and estimates for such highways meet with the approval of the Secretary of Agriculture, and that the construction work shall be subject to the inspection and approval of the Secretary.

It will be apparent to you immediately that the plan which I have outlined contemplates that there shall be a uniform inspection law and that it shall be applied to both interstate and intra-state packers.

The survey which we have made of the existing law and regulations indicates, in our opinion, that the present regulations should be clarified at some points, strengthened perhaps at others, and abated at others.

Will Increase Consumer Confidence.

It is my own opinion that both the packer who operates under federal inspection and the packer who operates under local and state inspection will have to yield to the other on certain points. If the remaining members of the industry can be as ready to meet the viewpoint of the other man as the members of the Commission on Inspection have been to date, I feel sure that we shall be able to go to the government officials with a unified program which the entire industry will be willing to support.

It is not our intention to propose anything that is unfair or to take any steps that are backward, but we do hope to be instrumental in bringing about any practical modification that may be considered desirable to make all regulations suitable as the foundation on which to build the system of uniform inspection which is our goal.

I believe I am expressing the opinion of the entire membership of the Institute when I say that the progressiveness and the open-minded attitude of the present Chief of the Bureau of Animal Industry are guaranties that any proper, constructive move we make will not be without result.

In my opinion, uniform inspection will be a great constructive force in our industry. It will be an asset of great value, and will make it possible to apply to all meats the prestige and consumer confidence which only a part of our national meat production now enjoys.

This, I believe, is a highly important point. Any unfavorable publicity arising from meat which has not had proper inspection undoubtedly has some adverse effect on the consumption of all meat, and, in this way, defeats one of the greatest potential benefits of inspection.

Great Selling Point.

It should be, and can be, one of our greatest sales points to say that all meat offered for sale in this country is sound and wholesome, and that our Federal government and our state governments stand behind that statement. It is a selling point of sufficient value to the industry as a whole, I believe, to justify some sacrifices and some concessions on the part of any or all of us if necessary to attain the end.

The reputable packer with an established trade, regardless of whether he has local inspection, state inspection, or Federal inspection, suffers to some degree from uninspected competition. Are there any of us here who would not be in a stronger position if all of our competitors were required to operate according to certain standards?

In this connection, I should like to quote the following pertinent paragraph from an article by the man in charge of meat inspection in one of the large states of the Union.

the large states of the Union:
"There is no question that a statewide, compulsory law will be a decided
benefit to the livestock and meat packing interests of the state, as well as to
the general public, for the simple reason that it will eliminate many unscrupulous men from the industry who
make a business of killing anything
they can get hold of cheaply and selling in competition with legitimate business men who are unwilling to offer
anything to the consumer but the best."

Good Results from Inspection.

It should be remembered, moreover, that the inspection which has been maintained so successfully by the Bureau of Animal Industry for so many years has had certain positive results in addition to these mentioned. In improving curing methods, in developing satisfactory methods for sterilizing casings, in discovering means to prevent spoilage, to mention one or two specific examples, and in many other ways, the Bureau of Animal Industry has been most helpful to the packing and meat industry. It is reasonable to believe that a system of uniform state inspection will develop similar benefits.

It is the desire of the President of

the Institute that the procedure from this point forward shall be as follows:

1—Additional suggestions with respect to the existing law and regulations will be solicited from the membership.

2—After careful study of these suggestions, the Commission on Inspection will make its recommendations, after which the recommendations will be discussed with the membership and then referred to the Executive Committee.

referred to the Executive Committee.

3—After the Executive Committee has acted on them, the recommendations will be brought before the Bureau for its consideration.

Important and Difficult Project.

In closing, I should like to express my appreciation of the cooperation extended in this work by the members of the Commission, the President of the Institute, by Mr. Norman Draper, the Institute's Washington representative, and other members of the staff. And most particularly my friend, Mr. Wesley Hardenbergh, who has served as Secretary and who has borne the brunt of a large amount of detail, including the drawing, with Mr. Draper, of a certain number of bills which the Institute has before it now.

I also should like to express my opinion that this project is at once one of the most important and one of the most difficult which the Institute has ever undertaken. Time will be required to digest the recommendations of the Commission; to discuss the recommendations with the Bureau of Animal Industry; to arrange for the introduction of an appropriate federal bill; the introduction of bills in state legislatures, and to develop public interest and support for the bills that will insure their passage and enactment.

More important than time and effort, perhaps, will be the tolerance which will be required of all of us, the readiness to see the viewpoint of the other man, and to meet him halfway.

I am confident that the industry will approach this great undertaking in a spirit of cooperation which will insure its success.

CHAIRMAN HORMEL: Our next speaker is of similar name, similar subject, and similar familiarity with the subject, Mr. George N. Meyer of Pittsburgh, member of Committee on Inspection.

Local Inspection

By George N. Meyer.

You have just listened to the report of what has been accomplished up to date by the Commission on Inspection, and the Chairman, Oscar G. Mayer, who heads this important and far reaching work, has just told you something of the plans for the future. And now, as an uninspected member of this Commission, I am supposed to enlighten you still further on the subject, or rather, present some opinions which may or may not meet with your approval.

Meat inspection was first put in effect in 1865, and continued along its original course until 1890. At that time the first Federal Meat Inspection Law was passed. The year 1906 brought another change, and this law is

still in force today. It is interesting to note how inspection grew during this period. In 1891, nine plants located in six cities, maintained Federal inspection. In 1906 it had grown to 163 plants located in 58 cities.

This same year, 1906, also marks the birth of the American Meat Packers Association. It was brought to life through the energy and foresight of two men, George McCarthy and Paul I. Aldrich. The former has passed to his reward, the latter still carries on. The industry and the Institute should recognize the great work done by these two men in some suitable manner. Let me quote you in part from the minutes of this first meeting of the new Association:

"At the first day's session, all those who attended were independent packers, and all the speakers were from these various organizations. At the second session, messages were received from J. Ogden Armour, Louis F. Swift, Michael Cudahy, Edward Morris, and



POINTS WITH A PUNCH
George N. Meyer, Fried & Reinemann,
Pittsburgh, Pa., outlined operation under
state inspection.

G. F. Sulzberger, expressing their approval of the organization, and their desire to become members."

You will note that your organization was very discriminating at that particular time.

Reading further from the minutes of that meeting, the objects of the Association as stated in the constitution included:

Universal Inspection Advocated.

"Lawful furthering and protecting of the interests of members, encouraging and furthering in every way all improvements in the production of meats and allied products, gathering and disseminating practical and useful information relating to the meat packing industry, also to promote social intercourse, cultivate friendship and good will among the members."

It will be a day of great progress for the packing industry when all plants will be required to operate under government or state inspection, non-killerand sausage manufacturers included; the only exception being the farmer, who shall be limited to kill and produce meat for home consumption only.

How shall we proceed to accomplish this? The Commission on Inspection was appointed for this particular work, and I, for one, believe it will accomplish the task much quicker than most of you men realize. One year was required to put the Code of Trade Practices into effect. Some of you men have learned by experience just what the Code of Trade Practice means, and there is no doubt that it has produced excellent results so far this year.

As a packer who operates in a state in which the inspection law is more stringent at some points than the federal law, I have no fear that the enactment of a uniform state inspection law, such as Mr. Mayer has referred to, will handicap us in any way. But I can appreciate that some packers who operate under a system of inspection which may not be as rigid as the federal regulations may feel that the adoption of uniform inspection may prove burdensome.

It seems to me, however, that the entire industry will benefit from uniform inspection. At present, not all of the meat can claim the benefits of federal inspection or inspection that is as rigid as that conducted by the state of Pennsylvania.

Operating Economies Suggested.

I believe, also, that the adoption of a uniform state inspection law would elevate the level of competition to the benefit of established firms of reputation. Another benefit which it seems to me would come to many packers from the adoption of a uniform state inspection law is that it would be easier for a firm to engage in interstate business than is the case today.

The day of universal government or state inspection is not far distant. Some cities already have laws in effect that all meat sold within the city limits must bear the inspection stamp. These many requirements and different laws, in the course of time, will make for great confusion, and in many instances seem unfair. The adoption of a universal law would simplify the law and its operation, and would serve in an efficient manner for the good of the people and the industry.

What I would consider an ideal plan for the operation of universal inspection would be to have the head of the department in Washington eliminate all district inspectors and maintain a state office at every state capital. This would work in harmony with the state and should eliminate any possibilities of the laws conflicting with each other.

Inspectors in charge of plants should make all reports direct to the state headquarters and there should be no occasion, except when unusual conditions arise, when any other authority would be necessary other than the man in charge of the plant.

in charge of the plant.

Now, after all that has been said, may I ask: What is wrong with federal inspection? Is there anything wrong?

As I see and understand it, I would say it overreaches itself if it interferes with the actual management of the plant, so far as operations are concerned, but assumes no liability. Inspection is one thing, but trying to operate a plant from the viewpoint of ever-changing inspectors is quite another problem.

I see no reason why a plant should

be remodeled every time the inspector is changed. This particular phase of inspection merits a thorough investigation by those responsible. The industry is entitled to this consideration, and I dare say a great deal of annoyance and useless expense could be avoided. Likewise, I believe many packing plants would operate under government inspection if the situation were improved along the line just stated. I think it is the one big hindrance to the progress of this work.

I believe, as the Chairman of the Commission does, that this is one of the most important projects which the packing industry has undertaken. Its successful enactment will strengthen us as an industry and I believe we should give it our full support.

CHAIRMAN HORMEL: There are a few who have the genius to be revered for personality, above being respected for position, to enjoy true popularity while exercising extensive authority. Such a one is our next speaker, Dr. John R. Mohler, Chief of the Bureau of Animal Industry.

Organized Facts as Basis for Foresight

By Dr. John R. Mohler.

As on many similar occasions in the past, I appreciate this opportunity to be with you and to listen to your free and frank discussions of subjects relating to the extensive and important industry you represent. At times our opinions on questions of procedure and policy have differed, partly by reason of the difference between the public and private points of view, and partly because of the kind and quantity of information on which individual judgment is based.

In listening to the speakers who have preceded me on this program I have been impressed especially with the desirability of more definite information by which questions that arise in the livestock and meat industry may be answered most wisely. In some features of the industry our information is excellent; in others it is not so complete. It has been wisely stated that one fact outweighs a thousand arguments, and in order to utilize the alloted time most profitably I shall endeavor to present a number of facts which may be of interest and practical value.

Trade Code Ethics.

I wish to congratulate Mr. Rath on the very able way he has presented this difficult topic on code ethics. He has practically taken from me the various facts that I expected to speak to you on this afternoon, but they have been included in my annual report which is now in the Government printing office and will be issued next month.

There are just two statements that I would like to read to you that are included in this report of mine: "Subscribers to the Code have taken effective measures to obtain compliance with its provisions by establishing an adequate system of handling complaints of minor violations which, although contrary to the provisions of the Code, would not be violations of the Packers and Stockyards Act. A few complaints

were made to the Bureau regarding alleged violations of these resolutions up to the close of the year I have described, which, on investigation, were not substantiated. Others of minor nature were corrected informally."

At the present time we have but one complaint before us. I can't pre-judge this case, but we are now making a thorough investigation of it.

I, also, want to congratulate Mr. Oscar Mayer upon the presentation of his very capable paper on uniform inspection. As I understand what he told you this afternoon I would divide his paper into three parts.

The first, as he expressed it, is the desirability of changing the Meat Inspection Act. That is something I have nothing to do with. That is, as you know, up to Congress. However, those of you who know the nature of the hearings which occurred in Washington in 1906 and are familiar with the topics that were discussed on the floor of both the House and the Senate must certainly be optimistic if you will ever consider that these politically-minded people in the capital at Washington will ever remove the exemption from either the farmer on the farm or from the retail dealer.

Few States Enforcing Inspection.

There is a second point made by Mr. Mayer with reference to the modification of our federal meat inspection regulation. Those suggestions are entirely too comprehensive for me to discuss this afternoon, and all I can say is that I shall welcome a committee from the Institute at any time. My door is always open, and I shall be very glad to meet either alone or with the committee of the bureau, such a committee that the Chairman of the Board of the Institute may select to discuss these very intricate problems along the lines of modified Federal Meat Inspection regulations.

The third point which Mr. Mayer referred to was uniform state inspection. I think he put it very wisely in the very last paragraph of his paper when he said this is not only a very important topic, but, also, a most difficult one. I am sure it is both.

As Mr. George Meyer referred to uniform state inspection, I would like to commend him for the way that he has presented his topic this afternoon. As a matter of fact, there is only one state in the Union today that has any kind of a uniform state inspection system. That is California. There are other states that have meat inspection laws on the statutes, but they are not enforcing them.

Montana, for 25 years, has had a very excellent law, but there is not a man nor a dollar to enforce it. What is the use of having uniform laws if the states do not provide the man power and the money to put them into effect?

Much Meat Not Inspected.

It is true, as George Meyer said, that Pennsylvania inspection, in some respects, is more stringent than the federal meat inspection regulation. But 20 years ago, Pennsylvania had a better state inspection with 42 men than they have today. Today there is a division of meat hygiene and law enforce-



IRON HAND AND VELVET GLOVE

Dr. John R. Mohler, director of the U. S. Bureau of Animal Industry and packing trade practice conference chief.

ment under the state Department of Agriculture at Harrisburg. It has five men. One is at Harrisburg, one at Pittsburgh, a third at Shamokin. I don't know where the other two are. We have 69 men in Philadelphia alone. We have four times the number in Pittsburgh that they have in Harrisburg.

What he is referring to is not the meat hygiene conducted by the State Department of Agriculture under their Bureau of Animal Industry in Harrisburg, but to regulations being enforced by the Bureau of Foods and Chemistry. These will not permit the sausage manufacturer in Pennsylvania to add cereal to his sausage, or to color it with any coloring matter. The same law and statute and regulation in Pennsylvania not only covers sausage. It covers ice cream, candies, beverages and products of that kind.

There is a lot of sausage being sold today in Pennsylvania that never has seen an antemortem or postmortem inspector. The end that has been described is an end inspection. The inspectors can tell you whether the sausage contains cereal or coloring matter, but they can't tell you whether it came from a tuberculous bull or a dead calf. But that is not the kind of uniform inspection we are trying to get.

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I am very much in sympathy with a uniform state inspection, but I believe that it is going to be much more difficult to get a uniform state inspection than it is to build up on what is now being started as municipal inspection. Today there are 1,515 cities with health officers and that have milk inspection regulations demanding that the milk coming into those cities must be from tuberculin tested cows. It needs only a word or two added to their ordinances to include meat. They have the organization; they have the health officer. It would be a very easy task,

from my viewpoint, to build up municipal inspection, and thereby lead up to this more difficult proposition of getting 47 states to go in with California and obtain a uniform state inspection.

The experience of the Bureau has shown that uniform inspection as now conducted under the federal system, has amply proved its value and also the desirability of its continuance along substantially the same lines as in the past. The system depends for its existence on the willingness of the public, through its legislators, to appropriate adequate funds. The system depends for its efficiency on the employment of competent inspectors appointed on the basis of training and experience. formity in requirements and methods at all plants is obviously essential for satisfactory operation. The cost of inspection should be paid from public funds, direct assessment of such cost against beneficiaries being in principle undesirable.

Increase Inspected Slaughter.

The bureau looks with favor on supplementary inspection, both state and municipal, but during the last quarter of a century such supplementary inspection has not developed to any appreciable extent. Several states have enacted meat-inspection legislation, but appropriations for the work have been comparatively small, with the result that inspection has been conducted for the most part on a small scale. This condition is, of course, highly regretable and in striking contrast to the excellent financial support given such popular activities as highway construction and tuberculosis eradication. The Bureau of Animal Industry has been ready and eager at all times to assist states and municipalities in developing systems of meat inspection supplementary to the federal service, but requests for consultations have been comparatively few in number.

The census taken this year, combined with department records, will give upto-date facts on the number and percentage of animals slaughtered under federal inspection and otherwise. Available data in the past have shown this figure to be approximately two-thirds. and the remaining locally inspected and uninspected slaughter about one-third. Any means by which the inspected slaughter can be increased, especially if the additional inspection is conducted on a basis comparable to the Federal system, will be highly desirable. More inspection data will give that much added information useful to the livestock and meat industry. On the other hand, any plan or activity which tends to decrease either the extent or the thoroughness of inspection is undesir-

I realize that many of you feel the Federal Government expresses itself largely through laws and regulations. As past events and the papers here presented bear witness, a certain restiveness has resulted not only from meat inspection but also from the added regulations of the packers and stockyards act. Accordingly, it is by no means surprising that many persons who think and act independently resent the seeming instrusion of these activities in their business affairs.

Standardization Trend Good.

This condition is a subject of frequent articles in the press. A few

weeks ago a prominent agricultural journal, published in the Corn Belt, contained a letter from an Iowa farmer to the editor, under the caption "Lost Freedom." This thoughtful citizenfarmer, whose name indicated Irish descent, said in part, "I fear that our Benjamin Franklins, Robert Morrises, Adamses, Lincolns, and the rest will still be born. But I sometimes fear these folks had a legacy of freedom we will not again enjoy. Conformity, ruthless, demanding, compelling, swings its vicious club."

Even in highly popular undertakings, such as the eradication of bovine tuber-culosis, for which there are long waiting lists signifying voluntary application for the test, there are also protests from a small minority. Some of the oppostion has been conducted in a manner that has necessitated recourse to the courts, though decisions have been almost unanimously favorable to the work.

Because of this great array of feeling, seemingly out of sympathy with the present trend of standardized and controlled business methods-and even ethics such as your code of trade prac--a more thorough consideration of another side of this question may interest you. In my judgment the trend and standardization is bearing a valuable fruit which more than compensates for the irritation of a few thorns. Moreover, there is no actual interference with the useful expressions of personal liberty. Stripped of its essentials, uniform regulations plus organization mean that instead of fighting one another in business you have united your forces and chosen competent leaders for the attainment of a goal of much greater value than a mere temporary advantage over competitors. This objective, which is so well worth while, is the success which every person seeks to attain in his chosen business or pro-

Advantage of Combined Effort.

At a critical period in the life of this country, Patrick Henry referred to ex-perience as the lamp which guided his course of action. But the experience of even the most observing individual even the most observing many casts a comparatively weak ray when compared with the collective experience of many trained observers. Through organization in private industry and the resources of federal agencies, experience is accumulated in huge quantities. Moreover, this experience can be and is being brought to bear on private and public questions of great importance. Whereas experience is an excellent lamp, the concentration of well-organized data is a powerful penetrating searchlight that projects its rays far into the mists of the future. For centuries man has sought to protect him-self against the uncertainties of the future and against the forces that have threatened to tear down unexpectedly what he has so patiently labored to build up. In some foreign countries today the production of livestock is a hazard because of diseases far more serious than those present here in the United States.

And even those countries which are fortunate enough to escape serious losses from that cause may obtain but a pitifully small net return for labor by reason of an inefficient or undeveloped marketing system. More than

that, the outlook regarding future supply and demand is often meager. Thus the net result is a small return for effort expended and, in turn, a low standard of living and slight prospect of improvement. On the other hand, in the United States, by pooling public sentiment, information and effort, a vastly different situation has been brought about. There is protection of public health; there is assurance of a fair return at public markets; and there is opportunity for any one person of the millions engaged in the livestock industry to plan his operations of production with a fairly accurate knowledge of conditions at least several months hence and usually much longer.

Instead of experiencing restricted freedom, the producer enjoys a security and opportunity never before experienced. With the aid of vaccines, serums, and sanitary measures, he raises a higher per cent of his young stock to maturity or market size than ever before.

50% Tuberculosis Decrease.

As a part of its studies looking to the future of livestock development, the bureau recently made an analysis of meat-inspection post-mortem data. The purpose was to learn the trend of the principal diseases and conditions for which most condemnations were made. Practically all diseases of cattle are now present to the extent of less than 1 per cent of the carcasses examined. Tuberculosis reached its high point in 1926, when the condemnation of animal carcasses and parts slightly exceeded 17 for every thousand animals inspected. During the last fiscal year the corresponding number was less than 8, a decline of more than one-half and by far the lowest figure in the last decade. It is interesting to learn also that cysticerosis of cattle, while numerical-



MORE CLASS ON THE BOARD
Another quiet but keen-minded packet
picked to serve on the Institute board of
directors. This is Louis W. Kahn, of
E. Kahn's Sons Co., Cincinnati, O.

ly unimportant, has decreased so steadily in the last 10 years that it is now almost at the vanishing point.

In the case of swine, condemnations from hog cholera have decreased from more than 1 per thousand in 1927 to only about 1 in 3,000 for the fiscal year 1930. In other words, present condemnations are about one-third the number found a few years ago.

Coincident with the decrease of tuberculosis in cattle, condemnations of swine carcasses and parts for the same disease have decreased from about 21 every thousand hogs inspected in 1925 to about 9 per thousand last year. This is a decrease in swine tuberculosis considerably exceeding 50 per cent.

Another striking example of improved conditions is in connection with tick Twenty years ago 1,092 cattle fever. and calves were condemned for this disease while last year only 104 car-casses were condemned, a decrease of 90 per cent.

Progress Due to Inspection.

In much the same manner that meat inspection has revealed, for many years, the extent of tuberculosis, hog cholera, and the more familiar infectious disrecent findings illuminate the parasite situation. The annual damage from kidney worms and liver flukes is now under study. The data indicates that kidney worms probably cost five million dollars a year in damage to carcasses. This is merely one more example of the conditions which are being brought to light through more definite and complete information.

Since the inauguration of federal meat inspection there has been continuous progress in sanitation. By suggesting sanitary methods of construction and sanitary equipment, by re-commending adoption of the best practicable methods of handling, processing, and storing meat and meat food products the business and storing meat and meat food products the business and meat food products the business and meat food products the business are practically as the practical pr ucts, the bureau has helped to bring about notable improvements. Mention may be made of the work done by Mc-Bryde and Boyer on ham souring, which has pointed the way to the elimination of losses by spoilage in cure. The adoption of sodium hypochlorite sprays, which was first suggested to the industry by the bureau and first applied under bureau supervision, may be mentioned as another point of outstanding value. Numerous other instances in which material improvements in sanitation or methods were initiated by the bureau might be cited. The most im-portant factor no doubt is the continuous and daily influence of the meat inspection service constantly exerted for betterment. A striking illustration of the weight of this influence is to be found in the records of meat and meat products condemned on reinspection. This item is made up almost entirely of product which has become sour, tainted, or putrid, or has been so contaminated as to be condemned as unclean.

In the fiscal year 1908, the first full ear of inspection under the present act, there were condemned on reinspection over 43,000,000 pounds of meat and product. The total number of animals slaughtered that year was approximately 54,000,000. Therefore these losses amounted to over three-quarters of a pound of meat for each animal slaughtered. In the following year the item of meat condemned on reinspection fell to approximately 25,000,000 pounds,

and in the year following to 19,000,000 pounds. The total number of animals slaughtered in those years approximated 55,000,000 and 49,000,000, respectively. In contrast to the record of those early years may be cited the record of the years 1929 and 1930. In each of these years the quantity of meat condemned on reinspection was less than 9,000,000 pounds. The total slaughtered in those two years was. 73,-000,000 and 75,000,000 animals, respectively. A loss of over three-quarters of a pound of meat or product for each animal slaughtered in the first year was reduced to a loss of less than two ounces for each animal in the twentythird year, or an annual saving of over \$3,000,000. These figures show the \$3,000,000. These figures show the progress which has been made with your cooperation under federal meat inspection.

Livestock Industry and the Public.

Without going into further detail concerning these studies, I wish to inform and assure you that information resulting from meat inspection and other branches of the Bureau's work is being utilized for various useful pur-

We have seen how veterinary data foreshadow trends in that field. similar way comprehensive studies in economics and sociology point to the future relations of agriculture and the livestock industry to the public. A highly interesting discussion of such prospects appears in the September number of the department's Experiment Station Record. The discussion is based on the report published in London dealing with a study made by the International Labor Office of the League of Nations. Following are a few pertinent extracts:

"Society has the right to demand the highest standards of efficiency from those who are in occupation of the arable areas of the earth; it can scarcely be said that these standards have been reached or that the reproach of inefficiency is not frequntly justified.

"There will be for years to come an



HIS EAR TO THE GROUND Norman Draper, Washington representative of the Institute, keeps tab on the nation's capital.

always expanding market for quality products.

"It is essential that the industrial working classes should consume more

meat, milk, butter, fruit, etc.
"The fact should be frankly faced that an increase in efficiency will possibly mean a decrease in the number of persons able to live by carrying on agriculture or possibly some particular branch of agriculture.

Time Element in Meat Retailing.

Of the foregoing observations I wish to refer especially to the prospect of an expanding market for quality products and to the much-discussed question of meat consumption. Both of these subjects bear directly on the welfare and the future of livestock production and the meat trade. Whatever our in-dividual views may be on the packaging of meat cuts, it must be obvious to all that this trend is in general comformwith modern merchandising. see the trend in the grocery business, both wholesale and retail. In dairying, bottled milk has long superseded bulk delivery for weighted delivery for retail trade. Package butter and cheese are equally familiar, evidently in response to public prefer-

There is one aspect of this question which has been very lightly touched upon, if discussed at all in the sale of meat. I refer to the convenience of the consumer. In addition to the retail price of meat, the time of the purchaser represents a part of his expenditure. In my own personal experience, combined with observations along this line, the time required to purchase meat over the counter in the average shop considerably exceeds the time required to purchase most other food products. In former years this situation probably did not influence meat consumption materially. But today, when time is materially. But today, when time is more valuable, when parking regulations are stringent, when connections must be made with commuting trains and buses, and when many women are breadwinners as well as housewives, the element of time is vastly more important of the control of portant. Probably the point under discussion is almost as important a factor as price.

As we note the popularity of cafeterias, coffee shops, and other places where meals are served quickly, it is apparent that the public gives much of its patronage to establishments that render prompt service. Just how this preference can be adapted to the sale of meat obviously needs considerable study, but it is a point that appears to be closely related to changes now taking place. It is entirely conceivable that the butcher of the future may occupy a position similar to that of chef in a restaurant and that the clerks may be comparable to waiters, who will handle packages of meat instead of dishes

Reducing Spoilage Losses.

With the newer systems of refrigeration which maintain color, texture, and general quality in meat, much of the cutting could probably be done well in advance of the rush-sale periods. In any case, the general question of mak-ing the purchase of meat easier and more time saving to the consumer gives promise of adding to a wider use of meat and meat food products.

Improved sanitation, combined with

modern refrigeration, continues to be the most promising means of prevent-ing loss from spoilage. With prompt and adequate refrigeration, several es-tablishments have reduced losses from this source of spoilage almost to zero. Briefly, a high degree of sanitation and proper refrigeration are sound from the economic standpoint as well as that of

The federal regulations dealing with sanitation represent, of course, mini-mum requirements which apply to all establishments. But there are attractive opportunities for progressive and foresighted business executives to car-ry the sanitation of their establishments materially further than the law

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Let me illustrate by a comparison with building regulations for a private residence in a typical large city. According to competent legal and architectural authorities, a structure must be safe from an engineering standpoint, sanitary from a plumbing standpoint, and in accordance with various building and zoning restrictions. On the other hand, there is nothing in the ordinary building regulations to require a home owner to paint his house, to plant grass around it, or otherwise to make it conform to standards in keeping with good taste and popular opinion. In other words, our regulations represent merely minimum requirements and fall far short of many desirable practices and improvements. It is noteworthy that many packers have installed improvements in addition to those actually required, a procedure that is highly commendable. So in view of this situation, you will readily see that any proposals to relax or lower present regulations are noticeably out of harmony with modern tendencies.

The ramifications of the subject we have been discussing are almost end-Hence on an occasion like this. less. when time is so valuable and those in attendance are men of wide experience and experts in their respecttive lines, further elaboration of these points is superfluous. I appreciate the candid manner in which your organization has expressed its views on the various sub-jects here today. I welcome criticisms and suggestions that may lead to improvement in the livestock and meat industry, whether through inspection work, research, or education.

CHAIRMAN HORMEL: The next order of business is the report of the Committee on Resolutions by F. A. Hunter, Chairman.

Resolutions Adopted

Resolutions thanking the Institute staff and committee members for their efforts and accomplishments during the year, and speakers and others who worked to make the convention a success, were adopted.

Adherence to Code Reaffirmed.

Whereas, The Code of Trade Practice adopted by this industry for the promotion of fair trade practices has now

been in operation for nearly a year, and Whereas, Under this Code the indus-try has enjoyed increasingly harmonious trade relations and has made notable progress in elimination of unfair and wasteful practices, therefore



FRANK A. HUNTER (East Side Packing Co., East St. Louis.) Director of the Institute.

Resolved, That this convention hereby affirms the confidence of the industry in the soundness and efficacy of this code and its great value to the indusand recommends the continued cordial cooperation of members in carrying out its provisions. (Adopted.)

More Help to Meat Board.

Whereas, The National Live Stock and Meat Board is engaged in a campaign which should serve to increase the consumption of meat and to improve the practices of meat retailers in utilizing and merchandising meat products, and

Whereas, In furtherance of this undertaking, the Board has recom-mended to livestock producers that they increase their contribution toward the program to the sum of 25c per car of livestock shipped to market, pro rata on less than carload lots, and many livestock associations have voted in voted in favor of this contribution, and

Whereas, The members of the Board have requested that meat packers make an equivalent contribution toward this program, and the Executive Committee of the Institute has considered this request and voted favorably on it, therefore be it

Resolved, That this convention en-dorses the efforts of the Board in undertaking this work and recommends to each individual member company of the Institute that it support the work of the Board by making the increased pay-ment to the Board. It is understood that this resolution also embodies the conditions contained in the statement of the Institute's Central Administrative Committee to the members of the Board.

MR. HUNTER: I should like to read, Mr. Chairman, what our committee said to the National Live Stock and Meat

Bearing in mind that its functions are advisory, the Executive Committee will recommend to the Institute members that, beginning November 1, 1930, Treasurer, Henry Neuhoff. and subject to reconsideration at the of each year, they match the 25c E. C. Andrews, L. E. Dennig, Charles and subject to reconsideration at the

per car contribution to the National Live Stock and Meat Board, provided that:

1-Practically all packers and producers pay on all livestock marketed, whether through the central market commission agencies, cooperative marketing selling agencies, direct selling or otherwise; and that all commission agents and cooperative selling agencies make the collection at all markets where they are functioning on all livestock.

2—If a producer or his agent de-clines to contribute on livestock sold, the packer purchasing this livestock will deduct an amount pro rata from

his contribution.

3-The National Live Stock and Meat Board will notify growers, and the various livestock associations, the livestock exchanges and the coopera-tive associations will notify all their members, that on and after November 1, 1930, deductions from the proceeds of the sales of livestock will be made by the exchanges, cooperatives or packers, as the case may require, for payment to the Board on the following basis: 1/3c for each hog or calf if marketed in less than carload lots; 1/5c for each lamb, if marketed in less than carload lots, until contribution reaches 25c; 1c for each head of cattle if marketed in less than carload lots; 25c a car for all livestock marketed in carload lots.

4-It is understood that the Board and the producers generally will render all assistance possible to induce favorable consideration by all packers.

Mr. Hunter offered this communication to the Live Stock and Meat Board

as a resolution. It was adopted.

Election of Officers

OSCAR G. MAYER: inating Committee found that the present incumbents were functioning very smoothly and in the interest of the association, and the quorum of the committee could see no reason that any changes should be made at this time with two exceptions.

As you know, Mr. Albert T. Rohe, in becoming an honorary member of the Institute and retiring from the active roster, is no longer competent to matter of great regret. In his place, the committee nominates our esteemed member, George A. Schmidt of New York. That substitution applies also to the Central Administrative Com-mittee, as well as to the Vice-Chairmanship of the Institute where George A. Schmidt is proposed as taking Mr. Albert T. Rohe's place.

Among the retiring directors for this year, term expiring in 1930, Elmore M. Schroth of Cincinnati has significal bickers.

nified his unwillingness to serve further on account of lack of time.

Committee nominates in his stead Louis W. Kahn, also of Cincinnati. The complete slate, therefore, rec-ommended to the Institute is as fol-

Chairman of the Board, F. S. Sny-

President, Wm. Whitfield Woods.
Vice-Chairmen, E. A. Cudahy, Jr.;
B. C. Dickinson, Jay C. Hormel, Chester G. Newcomb, George A. Schmidt.

E. Herrick, John R. Kinghan, Louis W. Kahn, G. F. Swift.

Central Administrative Committee,

E. A. Cudahy, jr., Jay E. Decker, Oscar G. Mayer, George A. Schmidt, F. S. Snyder, G. F. Swift, F. Edson White, Thomas E. Wilson, Wm. Whitfield Woods, Chairman.

Chairman of the Institute Plan Com-

mission, Thomas E. Wilson.

The motion to adopt the report of the Nominating Committee was unani-

mously carried when put to a vote.
CHAIRMAN F. S. SNYDER: May
I express to the Nominating Committee and to you my appreciation of your patience or your courage, whichever it may be, with respect to electing me again for service. I feel I can not say again for service. "no" in view of the example set by my illustrious predecessor in his three years of service. After this year, how-ever, I shall expect to have the privilege of service under some one who shall be elected to this office from among the many who can be readily chosen from the membership.

May I say in this connection, a single I look forward to a very interword. esting future for the next ten years for the packing industry. It seems to me we are on the threshold of great changes. I wonder how many of you appreciate the fact that there is some-thing like one half million food outlets, retail, in the United States of which you have for fresh meats access to but about 75,000.

There are 375,000 or 380,000 grocery outlets in this country. There are 75,000 or 80,000 meat markets. There is an overlap in those two figures, an exchangeable figure of, perhaps, 15,000 of that 75,000 or 80,000 meat markets who sell groceries, and the figures are not duplicated except to the extent that, probably, the same named 15,000 or so markets may be included among the 375,000 or 380,000 grocers.

In addition, there are enough stores selling at retail dairy products, butter, and eggs, and delicatessen goods to make one-half million.

I call to your attention this great factor and its importance to the livestock industry and the packing indus-try, that whether there is a rapid de-velopment of packaging of fresh meats velopment of packaging of fresh meats for distribution to these stores, or the packaging and distribution of slow frozen meats in package form, or the packaging and distribution of quick frozen meats in package form, what-ever method is adopted, it opens the door to more than 300,000, probably nearer 400,000 potential markets not

now occupied by fresh meats.

I think that is of very great importance. The mere fact that in convenient form meats are offered in several hundred thousand additional places will mean beyond any peradventure that the total consumption of meats per capita will be increased by and in such proportion as the offerings of these products successfully packed and successfully distributed shall make them accessible to the mass of the population.

In the last decade we have grown about 16 per cent in population. In that 10 years to which I have referred, an additional 16 per cent will mean more millions, since it is based upon a broader base than upon the 16 per cent from which we have progressed; therefore, with that offer, with the great increase in variety which may be offered under some one of these distribution systems to which I have made reference, it is entirely certain that the market is to be broadened, fundamental changes will occur, but I congratulate the stock raisers of this country and the members of the great intermediate organizations which function between the consumer and the producer of the raw material, that the gates are swinging wider, that the gates of opportunity are swinging much wider than they have in any previous time in the forty odd years with which I have been familiar with this industry. And with that I congratulate you.

(The meeting adjourned at fourthirty.)

What Happened When Meat Packers First Met

ciation was organized on October 1, 1906, at a meeting called by THE NA-TIONAL PROVISIONER, and held at the Grand Pacific Hotel, Chicago.

More than 100 concerns were represented at the first session, at which the following officers were elected: President, Gen. Michael Ryan, Cincinnati Abattoir Co.; vice president, John J. Felin, J. J. Felin & Co., Inc., Philadelphia; secretary, George L. Mc-Carthy, THE NATIONAL PROVISIONER, New York; treasurer, James L. Garneau, Laux Packing Co., St. Louis; directors: James S. Agar, Western Packing & Provision Co., Chicago; Matthew Danahy, Danahy Packing Co., Buffalo, N. Y.; C. A. Kerber, Kerber Packing Co., Elgin, Ill.; Joseph Allerdice, Indianapolis Abattoir Co., Indianapolis, Ind.; Charles Rohe, Rohe & Bro., New York City.

Speakers at the first day's session included General Ryan, Mr. Agar, Mr. McCarthy, Matthew Danahy, E. H. Reinemann, Fried & Reinemann, Pittsburgh; J. W. Rath, Rath Packing Co.,

The American Meat Packers' Asso- Waterloo, Iowa; Fred L. Wilson, Wilson which preceded and accompanied the Provision Co., Peoria, Ill.; John J. Felin, Philadelphia; Wm. J. Focke, Dayton, O., and others.

At the second session messages were received from J. Ogden Armour, Louis F. Swift, Michael Cudahy, Edward Morris and G. F. Sulzberger, expressing their approval of the organization and their desire to become members.

Objects of the Association.

Objects of the association as stated in the constitution included "lawful furthering and protecting of the interests of members; encouraging and furthering in every way all improvements in the production of meats and allied products; gathering and disseminating practical and useful information relating to the meat packing business. Also to promote social intercourse, cultivate friendship and good will among the members."

The organization meeting was held on the day the federal meat inspection act went into effect, and federal meat inspection and its results were a leading subject of discussion. Agitation passage of the act had been accompanied by the grossest libels on the American meat packing industry, particularly on the larger packing plants.

In an editorial in its issue reporting the organization of the Association THE NATIONAL PROVISIONER said:

Needed an Organization.

"Now that the Association is formed, everybody interested in the American meat trade will wonder that the gratifying result had not been accomplished years ago.

"Everybody is convinced that the events of the past four or five months would have been simply impossible if an American Meat Packers' Association had existed at that time. Everybody feels that the present general confusion over the enforcement of the new meat inspection and pure food laws made the formation of a great national organization still more timely and ap-

"All those interested in the American meat industry will rejoice that at last

LOOKING BACKWARD TO INDUSTRY LEADERS OF A QUARTER OF A CENTURY AGO.

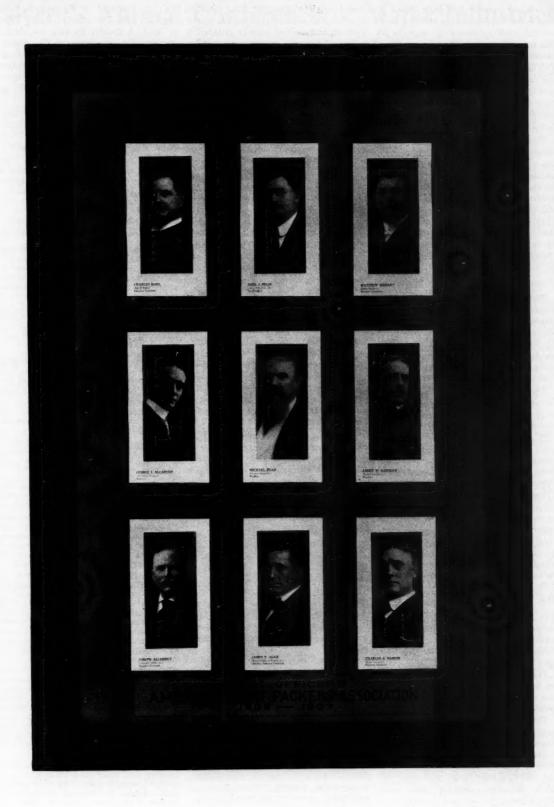
The charter officers and directors of the packers' trade association are shown on the opposite page.

Top row, left to right—Charles Rohe, Rohe & Bro., New York, director; later president of the association; now retired. John J. Felin, J. J. Felin & Co., Inc., Philadelphia, director; later president of the association, and vice chairman of the Institute at the time of his death. Matthew Danahy, Danahy Packing Co., Buffalo, N. Y., director; now dead.

Middle row, left to right—George L. McCarthy, THE NATIONAL PROVISIONER, one of the founders of the association; its secretary from 1906 until his death in 1918. Gen. Michael Ryan, Cincinnati Abattoir Co., first president; now dead. James L. Garneau, Laux Packing Co., St. Louis, treasurer; now dead.

Lower row, left to right—James Allerdice, Indianapolis Abattoir Co., director and third president; now dead. James S. Agar, Agar Packing Co., director and second president; alive and kicking, at the plant daily. Chas. E. Kerber, Kerber Packing Co., Elgin, Ill., director; died during the past year.

This framed picture is one of the prized possessions of the Editor of THE NATIONAL PROVISIONER.



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which the largest and the smallest packer can meet on terms of equality for the common good, and where continued social intercourse will necessarily lead to a better mutual understanding and to the acquirement of useful knowledge and information, which must result not only in larger profits to the individual concern, but also in benefit to the entire industry."

A committee was appointed at the convention "to go to Washington for the purpose of conferring with the Department of Agriculture in the interest of the entire meat trade, to assist in securing quick and clear and sensible enforcement of the meat inspection and pure food laws." The association placed itself on record as being heartily in favor of these measures, subject to such changes in them as time will show to be necessary.

Started Practical Effort Early.

The report says further that "The discussion of trade topics each year appealed very strongly to those in attendance, and a splendid start was made in this direction, even at this first meeting." In fact, there was a question box on operating and merchandising topics, and the discussion was extended.

The Washington committee included General Ryan, James S. Agar and Geo. L. McCarthy, for years famous as the Committee to Confer with Government Officials. The question box discussion after many years developed into the present marvelously organized Committees on Practical Research and Scientific Research.

The report states that "for the first time in the history of the packinghouse business the men engaged in it had an opportunity to know each other personally, and the greatest of good fellowship prevailed." This is especially significant when it is remembered that up to that time no fraternal spirit had been developed which would make any kind of cooperation possible.

Suspicious of Each Other.

The situation at that time is illustrated by the atmosphere which prevailed at the opening of the meeting, says one who was present.

The meeting was scheduled to open on Monday. More than 150 packers had agreed to attend. Up to Sunday evening not a soul had appeared.

The two men in charge of arrangements sat in the reception room at the Grand Pacific Hotel waiting to see what would happen. Finally, about 8 p. m. when it began to look as though a frost had fallen, a lone figure cautiously entered the door, peering about suspiciously.

a common ground had been found on the Danzeisen Packing Co., Decatur, Ill. He was assured that he was among friends, and seemed greatly relieved in mind. Before the evening was over the rooms were full and a friendly spirit began to manifest itself.

> It was easier, however, to get acquainted socially than to break down the bars in the business sessions. At the first day's meeting, and even part of the second, most of those present remained on their guard. They just couldn't satisfy themselves that there wasn't a trick in it somewhere.

How the Ice Thawed Out.

It was here that the remarkable ability of General Michael Ryan as a presiding officer showed its value. He could make a speech on a minute's notice, and his personality helped greatly to thaw out the chill. Packers found they had common problems, and were pretty well agreed on how to attack

But clear up to the time of adoption of constitution and by-laws and election of officers the atmosphere of caution prevailed.

Finally, just before luncheon adjournment J. Ogden Armour arose and said: "Gentlemen, we are here to support every worthy move of your new association. We have confidence in you. Go ahead and make your rules and nominate your officers, and we will vote for them without question."

That broke the ice, and from that hour the structure of a trade association for the meat packing industry began to grow-slowly at first, but finally reaching the towering height it now measures under the constructive guidance of President Wm. Whitfield Woods and his co-workers-the greatest trade association in the country.

Among the Founders.

Among those concerns represented at the first meeting in addition to those previously mentioned were:

St. Louis Independent Packing Co., Gustav Bischoff, sr.; Krey Packing Co., St. Louis, J. Fred Krey; Luer Packing Co., Alton, Ill., August Luer; E. Godel & Sons, Peoria, Ill., C. Buchler; Eckart Packing Co., Fort Wayne, Ind., Fred Eckert; Chas. Sucher Packing Co., Dayton, O., Chas. Sucher; Kohrs Packing Co., Davenport, Iowa, H. Kohrs; Major Bros. Packing Co., Mishawaka, Ind., A. H. Major; Arbogast & Bastian Co., Allentown, Pa., W. Arbogast.

Nuckolls Packing Co., Pueblo, Colo., G. H. Nuckolls; Jacob E. Decker & Sons, Mason City, Iowa, Ralph W. E. Decker; Jacob Dold Packing Co., Buffalo, N. Y., J. L. Carson; Independent Packing Co., Chicago, P. J. Brennan; Heil Packing Co., Belz Provision Co., It was O. J. Danzeisen, president of Cox & Gordon, Sartorious Provision

Co., St. Louis; J. & F. Schroth Packing Co., Roth Packing Co., Jacob Vogel & Sons, A. Sander Packing Co., Meyer Packing Co., Maescher & Co., Cincinnati; Louis Burk, Hausman & Sons, Chas. Roesch Sons Co., Beiswanger Bros., J. J. Buckley & Co., Philadelphia; Charles E. Herrick, Ellsworth & Cross, Chicago, and many more.

In addition to the principals of large packing companies who were present on the second day, Armour and Company was represented by Bernard J. Mullaney, now president of the Peoples Gas Co. of Chicago, and Swift & Co. by R. C. McManus, head of Swift's legal department.

CONVENTION NOTES OF 1906. (Gleaned from THE NATIONAL PROVISIONER of Oct. 6, 1906.)

No less a person than Sir Thomas Lipton was in Chicago during conven-Lipton was in Chicago during convention week. Although he was one of Chicago's early pork packers, he did not know of the meeting, or he probably would have dropped in.

Frozen foods were talked about in 1906. Chicago had a political health commissioner who was seaking notoriety by attacking cold storage poul-

Chicago city water was declared safe—for washing purposes. That may be why the Grand Pacific bar got such a play. (Not much more than the Drake hip-pockets, however.)

"Chicago's annual crime wave has arrived," said a newspaper. Sounds said a newspaper. Sounds like 1930.

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Charley Herrick was active in helping to make things go at the convention. At that time he was with Ellsworth & Cross.

Fred K. Higbie had just moved into new offices on Michigan avenue, and was a convention figure then as now.

It was announced that the Pennsylvania and Northwestern were to build new 20 and 30 million-dollar depots on the West Side. That was 1906. Fred Sargent's road beat the Pennsy to it by many years.

Dr. S. E. Bennett was the first B. A. I. inspector-in-chief for Chicago under the new meat inspection law, and had just put 300 inspectors on the job in Packingtown. The rest of the country Had to get along with what Lester Heyer called "horse doctors" until meat men could be trained. At that time men could be trained. At that time Doc Mohler was assistant chief at Washington.

The Cincinnati delegation, for years The Cincinnati delegation, for years famous for its attendance at conventions, included such leaders as General Ryan, Joe and Charles Roth, Jacob Vogel, A. H. Sander, Henry Maescher, Fred Schroth, George Zehler, Chas. Hauck, Chas. W. Reilly, and the one and only song-leader, "Boss" Chas. G. Schmidt, without whom no convention session could begin.

Among those who attended the first meeting and afterward became officers of the Institute were John J. Felin of Philadelphia, G. Harvey Nuckolls of Pueblo, Colo., and John W. Rath of the Rath Packing Co.

Seventh Annual Conference of Major Industries

Morning Session

Wednesday, October 22, 1930.

The Seventh Annual Conference of Major Industries, held under the auspices of the University of Chicago and the Institute of American Meat Packers at Mandel Hall, University of Chicago, Chicago, Illinois, convened at ten o'clock, Robert Maynard Hutchins, President, the University of Chicago,

PRESIDENT HUTCHINS: On behalf of the University of Chicago I beg to welcome you to its halls. This is a partial explanation of why I am here. Doubtless, you will find it unsatisfactory. If you need additional reasons I may inform you that I am the cheerful note on the program. My industry is not depressed.

car loadings of concentrated Our learning were higher this month than in any previous period in our history. Our ton miles of lectures, recitations, laboratory periods and seminars are considerably above the pre-war figures. Our new offerings have been steadily oversubscribed. Because of the decline in commodity prices our professors are now finding their salaries almost enough to live on.

Although our by-products, such as athletics and character, still continue to be the principal attraction to our public, there are some signs that this is a seasonal trend and that after Thanksgiving our stable products will continue

to attract attention.

In the meantime we are doing our bit for Hoover and the unemployed by building all of the buildings that we are going to need for the next 50 years, this winter. Some cynics may say that we are doing this because we can get labor and materials more cheaply now than we can get them later on, but any true patriot will deplore such suggestions and discern in our operations the same spirit of philanthropy that characterizes all of yours.

Since we are in this cheerful state,

it is only natural for us to shed our illumination on the rest of you and it is natural, too, that we should begin with that industry on which this University is founded, viz., oil. R. C. Holmes, president of The Texas Company, began with the Standard Oil Company at about the same time we did, in 1895. Almost since that date, however, he has been with the company over which he now presides. Through notable public service and complete mastery of his business, he has come to occupy a commanding position in his industry, and I take the greatest pleasure in presenting Mr. Holmes.

Current Situation in the Oil Industry

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By R. C. Holmes.

The oil industry is suffering, to some extent, from the distress in other lines, but more largely from causes within its own activities.

The waste has been very great, both actual and domestic.

It is roughly estimated that the waste in the producing branch of the industry alone, in a period of a little over twenty years has been upwards of 4 billion dollars, calculated at approximately 10 trillion cubic feet of gas, over 2 billion barrels of recoverable oil, and approximately 1 billion dollars in un-necessary drilling facilities and other expense which could have been avoided had the business been carried on in an orderly, economical and conservative way. And to a very large extent this waste continues, probably the greatest being in the waste of gas, which waste is now fully one-third of the quantity being consumed.

The multiplicity of facilities, particularly distributing facilities, has been and is wasteful. There are some and is wasteful. There are some 10,000 producing units, 270 refining units, and about 25,000 marketing units in the industry.

While the evil practices that creep into marketing are not peculiar to the oil trade alone, they, nevertheless, be-cause of this very large number of marketers, in the aggregate constitute difficulties that have a depressing

Benefit by Trade Code.

The Code of Practices for Marketing Refined Petroleum Products, adopted Renned Petroleum Products, adopted generally by the industry about a year ago, has made some progress, and in average times would have met with greater success, but with the pressure of excessive stocks, both crude and refined, and the necessity for cash on the part of some, an unusually severe competition for outlets, or volume, frequently regardless of costs and returns, has prevailed. And strangely enough,



OUR VOUTHFUL PREXY Robert Maynard Hutchins, President, University of Chicago, presided at the Conference.

usually those who pursue unethical and unsound merchandising policies are the ones least able to withstand the consequences of the demoralization that regults

The large increase in imports has also had its effect, and while I think it is not generally considered that import duties on petroleum products are a cure for the depressions in the industry, it is certainly water on the wheel of the millers who are trying to grind out the

Russia is a factor. She was producing oil before America. In 1901 she produced 85 million barrels of crude oil —about 15 million barrels more than the United States. In 1915, 68 million, and after the counter-revolutions in 1920 and 1921, at which time much of their field and other equipment was destroyed, they were down around 25 million. The equipment and methods, however, were more or less antiquated, and since then modern facilities have been built up and modern methods gen-erally prevail in their oil industry.

They have increased their refining activities, including two new refineries on the Black Sea, where they formerly had none; with large, new pipe lines leading from the producing fields at leading from the producing fields at Baku and Grosny, and their crude pro-duction will approximate 128 million barrels this year. They have estab-lished themselves in many of the Euro-pean and some other markets, generally with low prices and, as stated, they are a factor in the present situation.

If their industrial and ecenomic policies succeed and they are enabled to provide themselves with the benefits they expect, then they, a nation which has a population considerably in excess of that of the United States, will consume a very large quantity of their own pertoleum products. Whether they succeed or not, in all probability the Russian nation will continue to be an exporter of petroleum products in

Conservation Necessary.

The principal problem of the industry, however, today, lies largely in the difficulties of adjusting and reconciling itself to the actual conditions of conservation. To some extent there is a lack of confidence that we are actually embarked upon a permanent and definite policy of conservation which a few seem to think inconsistent in that it should come into fullest effect when oil has become temporarily so plentiful.

In the aggregate, these influences, with others, have brought about an average gasoline price in the United States, exclusive of state taxes, about 51/2c per gallon below the average for the years 1921 to 1928, inclusive; and crude prices which are lower than any yearly average for the past twelve years, except 1928.

It is probably fortunate for the Treasury Department that American Petroleum Industry cannot make a consolidated income tax return for 1930, although this in itself need not be alarming, as net earnings have averaged only a little over 3 per cent for the period of the last ten years on the total investment in the industry. While

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some units are paying for the privilege of working, others are still making a living wage. And compared with other industries, the volume of business is good.

World production of crude oil has increased 285 per cent since 1913, or from 385,345,000 barrels to 1,484,451,000 barrels in 1929. The world's gasoline business increased from over 48,000,000 barrels in 1913 to 488,400,000 barrels in 1994

America's gasoline business has become the major part, or backbone, of the industry. The 1930 business, including exports, will probably be about 5 per cent above 1929, which, compared with the volume of business in other commodities, is excellent. And people will continue to use gasoline. They may not buy automobiles, and they may wear out all of the old tires, or run on the rims, but they have spread their activities too far to walk.

Constant Volume Increase.

Fuel oil and lubricating oil sales are off somewhat, because more directly affected by the industrial inactivity.

About 85 per cent of all the installed machinery horsepower, that is, of prime movers, including steam and water power generating machinery, is fueled by gasoline. Approximately 80 per cent of this is in automobiles, trucks and buses, the balance in tractors, stationary machinery, water craft and airiplanes. This machinery is not going to do with any less gasoline per mile or per horsepower than in the past.

The natural gas production and distribution, a very important branch of the industry, is experiencing a very rapid development. Consumption, since 1913, including some 242 million cubic feet piped into Canada and Mexico, has increased about 330 per cent in 1929, to, in round numbers, 1 trillion, 918 billion cubic feet; and it is estimated that in 1930 it will exceed this figure by some 20 per cent. Major natural gas pipe line projects now under construction total over 3,000 miles of maintrunk lines having a capacity capable of eventually increasing the 1930 volume by about 10 per cent, mostly in this middle west territory.

There can be no reasonable doubt that conservation is now a well established policy of the Federal Government and of the oil producing states and, being generally recognized as unquestionably in the interests of all concerned, it will inevitably go forward. It has in it the opportunity for determined and defined underground reserves, and an insurance that will relieve the industry of the burden of large aboveground stocks; and with it all the opportunity for economies that are so much desired.

We are, therefore, today, and I have no doubt for some time to come, working under basically new conditions.

Potential vs. Actual Production,

Conservation of oil is not new. Over 20 years ago laws had been enacted in Indiana, Louisiana, Oklahoma and Arkansas. designed to prevent the waste of oil and gas. At the same time the federal authorities as well, realizing that petroleum is an indispensable, irreplaceable resource that will eventually be exhausted, were gradually more and more convinced of the importance



OIL ON TROUBLED WATERS
R. S. Holmes, president of the Texas
Company, told of some of difficulties of
profitably operating an industry handicapped by huge surplus.

and necessity of definite and, to whatever extent possible, concerted conservation activity.

But as can be readily seen, conservation in periods when there was a shortage was difficult because of the insistent demands for the product, and also because of the reluctance, and in many instances the refusal, of operators to cooperate because of inadequacy of the law.

So that it seems particularly fortunate that when the activity is now finally well under way we find ourselves in a situation where the industry can well afford to submit to the strictest possible observance.

The rapidly increasing volume of the business, with the effects of the estimates from time to time, had greatly accelerated the activities in the exploration and development of possible productive areas, and because of the highly competitive situation applying in practically all producing fields and the established procedure in such development, there has resulted a situation where the potential production of crude oil in the United States is fully double the actual production. And the foreign situation as a whole, excepting Russia, is practically a papellel one

is practically a parallel one.

Fortunately, while any plan of activity in this country may not coincide, or correlate accurately or equitably with foreign operations, because of the fact that American and foreign interests are carrying on operations in the same countries and in many respects paralleling, there should be no very serious difficulty in practical coordination so far as results are concerned.

Anti-Trust Modifications

These are merely my observations of conditions, and in some respects they are characteristic of other industries and are not necessarily discouraging ones.

There is much of a corrective char-

acter that can be accomplished within the industry to improve conditions, and the disposition to cooperate in every proper and helpful activity was never better. It is possible that additional supporting legislation may be necessary in connection with the conservation plan in some instances. The recent decisions in Oklahoma, upholding the Oklahoma Statutes, have been very encouraging. A need is felt for either a more lib-

A need is felt for either a more liberal interpretation of some of the Anti-Trust Laws governing trade, or modifications. The Anti-Trust Laws served a good purpose in correcting one extreme but have brought about another.

What, of course, is most desired by all in legitimate business is stability rather than waves of prosperity and depression, and to this end fuller cooperation in industry is needed and such coordination with Government as can be being in secondining it

be helpful in accomplishing it.

It is quite natural, but nevertheless unfortunate, that many are reluctant to seek corrective legislation for fear that it will involve a certain amount of Government supervision, which, however, may or may not be objectionable. Surely there is a middle ground which will aid in stabilizing matters. Every government, regardless of form, is called upon in times of extreme distress to share a part of the burdens and is properly under obligations at other times to guard against extravagance, excesses and extremes.

gance, excesses and extremes.

The oil family, however, is sometimes looked upon with suspicion and occasionally kicked in the ribs, probably because of rough tactics of its pioneer grandfathers. It is, nevertheless, worthy of support and consideration

In the meantime, regardless of stock market quotations, the intrinsic values in good, sound oil companies have not been lowered.

PRESIDENT HUTCHINS: The next speaker, W. B. Storey, graduated from the University of California with honors in literature and science in 1881, and immediately went into the railroad business. He became chief engineer of the Santa Fe 14 years later and has been with that road ever since. Ten years ago he became its president. He now holds that position and, also, the presidency of the Railway Express Agency. No one is better qualified than he to discuss the railroads today.

"Ten Years After" By W. B. Storey.

Ten years ago the railroads were given back to their owners by the Government. Two years of Government handling had convinced everybody that private control should be tried again and under as favorable conditions as possible, taking into account proper regulation. The Transportation Act of 1920 was formulated and enacted to bring this about. We have now been working under that Act for ten years, and it seems entirely fitting that before a conference such as this the results be reviewed and suggestions made as to possible improvements.

I might say as a preliminary that the Act was the first really constructive law governing railroads that had ever been established by the Government. Many other acts had been

passed, but practically all were to limit the powers of the roads and to protect the people from abuses. This Act aimed not only to protect the people but also to protect the roads. Up to the period of Government handling, the laws had become so severe that they were strangling in their effects, and money for improvements becoming harder and harder to procure, the railcould not keep up with the growth of the country.

Finally came the war. The heavy load incident thereto could not be handled, and the Government took over the roads.

In framing the new Act, Congress had in mind providing the country with adequate and efficient transportation facilities. As finally adopted, it provided for credit by instructing the Interstate Commerce Commission to so fix rates as to give sufficient revenue; for stability of labor by providing a labor board to pass on wage and other questions; for valuation of the roads to prevent over-capitalization, and for consolidation into a limited number of systems to effect economies in operation. There were other provisions, but those mentioned are the most important We will now try to show how far these objects have been attained.

High Rates Decrease Volume.

To establish credit it was decreed that the Interstate Commerce Commission should fix rates that for two years would give a return of six per cent on the valuation of the roads and thereafter such a percentage as the Commission might find fair. This was fixed at the end of the two years as 5% per cent. The Commission attempted at once to comply with the requirement taking the volume of business of 1919 and establishing rates that would give the stipulated return on the

The increases had to be large and when put into effect were one of the influences that led to the check in business in 1921. With the marked falling off in volume in that year, the new rates did not give the desired income, and, of course, any further increase in rates would have still further decreased the volume. This illustrates the impossibility of so fixing rates as to give a certain definite income. The relation between rates and volume is so intimate that a raise in the rate is almost sure to affect the volume. There are certain products that will move, regardless of rates, but in the main it may be said that a raise in freight rates will lessen the volume.

The year 1921 gave the railroads very poor returns, but they had gone ahead with improvements and additions in the expectation that the mandate in the Transportation Act would ultimately be carried out. I might say that as the business of the country improved after 1921, the volume handled by the roads gradually increased, and in keeping with this increase the earnings of the roads, aided by economies which improved facilities brought about, approached nearer and nearer the specified percentage in spite of cergrowing influences that have The business of 1929 gave promise of giving it but the slump in the fourth

quarter intervened. This year, with its decrease in the handling of all products, will have a very marked effect on the returns in spite of the drastic curtailment of expense by postponement of necessary maintenance.

Trend Toward Lower Rates.

The continued betterment in the earning capacity of the roads up to this year has made it easy to obtain money at low rates for necessary enlargements, and because of such enlargements, the business of the country has been handled to the entire satisfaction of everyone. Car shortages have disappeared. Prompt delivery has enabled curtailment in stocks, and rates as a whole have not been unreasonable. might be said that the effort to establish credit had been a success, but the effect of this year on the ability to raise money has already become evident.

The continued failure, even in years of high prosperity in the country, to earn what has legally been declared to be a fair return, together with the influences spoken of previously, make the roads hesitate to continue the expenditure of money for enlargements and also must ultimately cause the finan-cial interests to ask higher rates for loans to railroads. In order that you may have a full picture of the situation I would like to explain the influences that are tending to limit our ability to earn a full return.

First, there is the continued tendency toward lower rates. This tendency comes about by the general feel-ing in the country that the railroads are doing well and by the fact that this feeling affects the Interstate Commerce Commission. The Commission is constantly being asked for lower rates by different localities or by various industries-always with the view of obtaining an advantage over some other local-



"TEN YEARS AFTER"

W. B. Story, president of the "Santa Fe." discussed position of the railroads since their release from government war and post-war administration.

ity or some competitor. The Commis sion, in considering such petitions, if it finds that inequalities exist, almost always lowers the high rate instead of raising the low one. Occsaionally Congress takes a hand and passes a bill like the Hoch-Smith resolution by which the Commission is instructed to give the farmer relief through freight rates.

Operating Expenses Increasing.

The Commission gives a lower rate on certain farm products and tells us they will listen sympathetically if we can suggest something on which rates can be raised. Again there is the ten-dency of roads themselves to make low rates to develop some particular business or locality in order to increase volume, thus lowering the general average of rates. In what is known as the Grain Rate case, the Commission endeavored to put into effect what is considered a more consistent rate structure on grain, with the result that the earnings of the southwest roads will suffer to an estimated extent of fifteen million dollars.

Our estimate on the Santa Fe is a decrease of two and a half millions in an ordinary year. While, therefore, there is no general reduction in our rates, there is a constant nibbling away of the structure which is now becoming sadly affected. On the other hand, is the steady increase in our expenses, wages have gone up all along the line, even in times of slack business, this item of expense per unit cannot be lowered.

A third influence is the constant increase in taxes. You are suffering from this as well as we, but I mention it to show the difficulties we of the railroads are up against.

There is next the diversion of business from the railroads by the truck, the bus, the automobile, the pipe lines, the waterways and the Panama Canal. The good highways, paid for out of public funds, partly paid by the railroads, are making competition by truck and bus possible. The automobile has taken much of our short haul passenger business, and the truck and bus are now taking not only short haul but much long haul freight and passenger patronage. The pipe lines in the past have carried most of the crude oil in the country, but the refined products have been carried by the rails. There are now pipe lines building to take gasoline. In fact, the number of pipe lines now building are keeping the pipe factories busier than they have ever

Government Barge Lines Unprofitable. Finally, I wish to speak of water-

ways. The Government is aiding their development in every way, and is financing barge lines on the rivers. The barge lines pay nothing for the mainte-nance of roadbed and their rates are not fixed by cost of service. Such rates are made by taking rail rates and es-tablishing the water rates at a fixed differential below them, and then the roads are compelled to prorate with them. With these advantages the Government-owned barge lines show a deficit in operation in spite of having no interest to pay on cost and having no taxes assessed against them.

I try not to be pessimistic, but if

these influences continue, disaster to the railroads must follow. I am not now considering the poor business of this year, which is common to you and to the railroads, but to the condition of

affairs in normal years.

The second heading mentioned as an object of the Transportation Act was the stabilization of labor. Previously, the country had been periodically threatened with a railroad tie-up which kept the business world on the anxious seat for a period and which was disturbing to us all. The new law provided a labor board to inquire into all demands of the employes or of the roads and to settle all disputes that might lead to trouble. Its decisions, however, were not enforceable, but it was hoped that public opinion would influence the losing party to accept whatever decision was made.

High Cost of Valuation.

This worked for a time, but ultimately one large road refused to follow an award, and while in general the other roads did accept decisions, the refusal of this one road gave the employes an excuse to also refuse to submit cases to the board and the provision of the law establishing the board became inoperative. Both sides, however, the roads and the employes, recognized that some arrangement relative to disputes was advisable, with the result that a substitute labor provision was agreed to. Congress accepted the change and it is now part of the Act.

This provides for arbitration as the ultimate resort in which an outside arbitrator is selected as the odd man on a board, and he is, therefore, virtually the sole judge. Being neither a railroad executive nor an employe, he is assumed to represent the public in the controversy. I might say that thus far nearly all cases so settled have meant an increase in the expenses of

the roads.

The third object mentioned is valuation. In 1913, the original valuation act was passed. Senator Lafollette of Wisconsin was the father of the plan. The reason for wanting a valuation was the feeling that much water had been injected into the capitalization of the roads on which watered capitalization demand was made for returns. It was then thought the work could be accomplished in two or three years and the cost would be nominal. It was begun then, has been actively prosecuted to the present time, has cost to date nearly 160 millions—the Government 35 millions or more and the roads 120 millions. Thus far it has determined the valuations as of 1916 or dates near that. The work of bringing these valuations down to date is still in progress and no one knows when the work will be done.

Earnings Shared With Government.

One thing has been ascertained, however, that the expected water is not there, in spite of the inclusion of what the roads believe excessive depreciation and of the exclusion of many elements of value. The only real object of the valuation now is to determine how much those roads that have earned more than the stated per cent owe the Government under the recapture clause, which provides that whenever the established fair rate of earnings is ex-

ceeded by any road, one-half of the excess must be paid to the Government and one-half placed in a special fund for use in lean years. Until the valuation for each year is determined and accepted by the road, no settlement of this account can be made.

The recapture principle as provided in the present law is very inequitable. It would be more nearly equitable if the fair return should be guaranteed by the Government. In poor years the road must bear the loss and in good years it is compelled to surrender the surplus. Personally, I do not believe in recapture, but admitting that there should be some sort of safeguard against roads earning abnormal profits (ten years' trial has not demonstrated that there will be), it is suggested that it be applied to excess of earnings for a term of years. The road could balance its lean years with the fat and could then pay any excess of fat over to the Government, or, better yet, be required to expend it on unproductive improvements, such as elimination of grade crossings.

The last item mentioned above is consolidations. Congress reached the conclusion and so decreed that it would be advisable to combine all the roads of the country in a limited number of sys-The purpose was economies in operation that would enable reductions in freight rates. Previously it had become illegal for roads to combine, and it was recognized that this inhibition was preventing the proper develop-ment of transportation systems in the country. The new act provided that the Commission should work up a plan and, after the adoption of same, any proposed consolidation in conformity with the plan could be approved at

Little Economy in Consolidations.

The Commission drew up a tentative plan, held hearings on it, and did not adopt it. Several times it asked Congress to relieve it of this duty, but Congress did not act, and finally last year the Commission adopted and put out a plan different from any theretofore proposed. Under it, nothing important has been done. One decision, which might be classed as such, by which it was proposed to unite the Great Northern and the Northern Pacific, aroused such a storm in the northwest, that nothing has been done.

It has developed that the economies hoped for cannot be obtained, as the only employes to be dispensed with would be officers, and they take only a small amount of the expenses. As I have stated, there are many other provisions of the Transportation Act, but I have touched on the most important of the measures adopted, with the idea of giving the country a dependable transportation service. To sum up, I should say that:

First—The credit of the roads was restored, not so much by having adequate income provided for them, but by the hope that such adequate income could ultimately be attained. That credit is sure to disappear unless the public realizes the danger and insists on such changes in the present regulation as will permit the roads to earn proper returns.

Second—Strikes are still possible, but the danger of frequent occurence has been minimized. On the other hand, the present law tends toward increases in wages.

Third—The valuation of the roads has not yet been accomplished and will accomplish little if it is ever com-

pleted.

Unbridled Competition Harmful.

Fourth—Consolidation has not been effected and the provision covering this should be changed so as to make it permissive if mergers are found by the Commission to be in the public interest.

In spite of the ineffectiveness of these important elements of the law, the Transportation Act has been of great value to the railroads. It indicated to the Commission that the public necessity required a reliable and dependable service, and that has helped. It has protected us from the diverse legislation of various states; it has prevented improper financing, and best of all it protects us from each other and prevents us from doing foolish things which otherwise might seriously affect our income.

You business men know something of the evils of unbridled competition. am a thorough believer in regulation, even though such regulation may at times pinch us. However, the Trans-portation Act of 1920 was, in a measure, experimental. It was drawn after careful study and consideration of all that had gone before. Since then the unworkableness of certain provisions has been demonstrated and many new conditions have arisen. Changes should be made to meet those conditions. of the railroads have tried our best to make the old law a success. We feel that we have succeeded thus far, we want you to know the rough places we see ahead and to bespeak your sympathy and support.

CHAIRMAN HUTCHINS: The young gentleman who is next on the program is Harvey S., Firestone, jr., president of a radio company in Africa, vice president of the Firestone Rubber Company, Firestone Rubber Plantations, Firestone Steel Products Company and the Firestone Battery Company. He is a director in a lot of other companies, but the repetition of the name "Firestone" gets monotonous. Still, it is one of the greatest names in rubber, and I am sure we shall all be delighted to hear what its bearer in the rising generation has to say about the product his family has made famous.

Current Situation in the Rubber Industry

By Harvey S. Firestone, Jr.

The story of rubber has its beginning in the early part of the sixteenth century, when the Spaniards first landed in Mexico and saw the natives playing with lively, bouncing balls made from the "milky" sap of a most remarkable tree. The Indians called the substance "caoutchouc"—their word for "weeping tree." It was not until nearly three hundred years later, however, that it obtained its modern name of rubber, when Priestly, the English chemist who discovered oxygen, found that it would rub out lead pencil marks.



IN FATHER'S FOOTSTEPS

Harvey S. Firestone, Jr., discussed that all-important commodity that eases the jolt of the world on wheels.

While from time to time various articles were made from rubber, it had little practical value until Charles Goodyear, in 1839, discovered that by the use of sulphur, heat and pressure, he could control and stabilize the properties of rubber, which made it tacky in summer heat and brittle in winter cold. This process was called vulcanization. Today it is still the keystone in the manufacture of every rubber article, of which there are many thousands.

Until 1900 the world's rubber requirement of some 50,000 tons annually was easily met by rubber trees tapped by the natives in the wilds of the Amazon in Brazil and elsewhere. However, the spectacular growth of the automobile industry brought about such a demand for tires, which are indispensable to it, that by 1910, wild rubber could not begin to take care of the demand, and the shortage which resulted ran the price of rubber up to over \$3.00 a pound.

It was then that the world became fully aware of the service which Henry Wickham had performed in 1876 by smuggling rubber seeds from Brazil to Gardens in England. He accomplished this despite the great obstacles of the Brazilian jungle, and the heavy ban placed on the exportation of rubber seeds by the Brazilian government in its strenuous efforts to hold a monopoly on rubber. From these few seeds rubber plantations later had been started in Malaya and other countries of the Far East and they alone served to relieve the acute shortage. Now there are more than 7,000,000 acres planted in the Far East, which supply over 90 per cent of the world's present requirements, amoutning in 1929 to 797,000 tons. All of this acreage is planted with the rubber tree known as Hevea Brasiliensis-the most practical form in which nature has provided us with rubber.

From 1910 the price of rubber gradually decreased until in 1922 it was around 17c a pound. To the British rubber growers, who controlled about 70 per cent of the world's supply, and who had been accustomed to large profits, this seemed a disastrous price. In consequence, they succeeded in 1922, in having the British Government adopt a law, known as the Stevenson Restriction Act, by which the exportation of rubber from British territory would be restricted, to curtail the supply to a point that would bring high prices. By July, 1925, the price of rubber had been driven up to \$1.23 a pound.

Stevenson Restriction Act.

The Dutch, however, had been quick to take advantage of the British curtailment of their rubber exports and had planted new acreage as rapidly as possible so that they might secure full advantage of the extremely high prices which the British policy had created. When the British saw their dominant position of 70 per cent of the world's rubber acreage drop to below 50 per cent, and saw Firestone's rapidly progressing rubber development of 1,000,000 acres in Liberia, as well as Mr. Ford's undertaking of rubber cultivation in Brazil, they recognized the fallacy of their policy and finally repeased the Stevenson Act in 1928.

But, as so often happens, they had overworked their monopoly, and the consequent frenzied planting of rubber by the Europeans and natives of the Dutch East Indies has resulted in overproduction. It is estimated that in 1930 there will be a production of 830,000 tons and a consumption of 665,000 tons. Today the world's stock on hand is 450,000 tons—more than double the stock in 1925. The price of rubber today is eight cents per pound—the lowest in its history.

Long Staple cotton, from which tire fabric is made, is the other important raw material of the tire industry. I will not go into the history of this commodity, but it also has had a very checkered career. Sea Island cotton was principally used until recent years, when the boll weevil practically exterminated it. Now we are using Egyptian and Long Staple American cotton. In the recent tariff revision, our Congress placed a duty of seven cents a pound on Egyptian cotton for apparently no good reason, but with the unfortunate effect of emphasizing that while this country only imports 300,000 bales of Egyptian cotton, we export 8,000,000 bales of American cotton to the English market. This may lead to renewed efforts to supplant American cotton in the English market.

Low Priced Rubber and Cotton.

Rubber and fabric together account for over 75 per cent of the total cost of materials in a tire, and as manufacturing costs have steadily declined, they form the major part of the total cost.

It is easy, therefore, to understand what very serious inventory problems have confronted the tire manufacturer, in addition to the natural problems of a rapidly growing industry. For example, a minimum necessary inventory of crude rubber for our company valued at \$40,000,000 in December, 1925, was worth only \$20,000,000 four months later. This gives you some idea of

the reason for the peaks and valleys of the earnings—and the casualties—in the industry. In 1922 there were 166 rubber tire manufacturers; today there are only 36.

However, with rubber and cotton at the lowest levels in history, we believe that they are nearer to stabilization than they have ever been and we can look forward to much more stability in the future than we have had in the past.

As Mr. Thomas A. Edison has impressed on me many times when I had the pleasure of being with him, there are no great accomplishments without great difficulties and hardships. The rubber industry has played a prominent part in bringing about the high economic and social standards of our country today. America's outstanding position in the world can, in no small measure, be attributed to her transportation systems, in which rubber plays such an important part.

Service to the Car Owner.

I do not know of any industry that has made greater progress in its manufacturing methods than rubber tire manufacturers have made. To illustrate. I give you this example: In 1913 a tire builder could produce an average of ten tires in ten hours. in the same number of hours, he can make one hundred. A first quality tire for a Ford car in 1913 listed for \$22.95 and averaged 3,500 miles. Today a first quality tire for a Ford car sells for \$9.70 and averages 15,000 miles. This means that the car owner paid \$10.00 in 1913 for the same tire value that he gets today for \$1.00. This is in striking contrast to the fact that the average of all commodity prices now is 40 per cent higher than in 1913. With such a record, it is not surprising that the rubber industry has grown until to-day it does a billion dollar business yearly.

Our great problem today, which is the major problem in nearly every line of industry, is the readjustment taking place in the field of merchandising and distribution. For the tire industry, it is intensified by the question of service in its distributing system. Some rubber companies have chosen to manufacture a line of tires under special brands for others to distribute without giving service. We feel that the elimination of service to the car owner is a step in the wrong direction.

Instead, we believe that the giving of a much more comprehensive service, of a higher standard, is the real answer. To this end we have developed the idea of a one-stop master service station at which the motorist is able to secure in one place a complete service for his car, including gasoline, oil and car lubrication, tires, tubes, batteries and their repairs, brake testing and relining, car washing and other needs which formerly he was forced to seek in many different places.

We have realized that it is increasingly difficult for the tire dealer to maintain his business at a profit, selling only tires. The reduction of the number of tire dealers from 100,000 to 75,000 in the past two years bears witness to this. For this reason, therefore, we have added to our line our own make of batteries, brake lining and other car needs, so that we are in a

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position to offer the tire dealer today a complete program with which he can is no raw material whose poten successfully meet the new conditions of for commercial development are merchandising and distribution.

Reducing Cost on Tire Item.

Our program for complete service to the car owner naturally necessitates additional capital, both for proper housing and increased inventory. At times, this is the real stumbling block to a progressive dealer. In selected cases, therefore, we go into partnership with this dealer in a separately formed company, of which he is the head. Through this method of cooperation, over 400 of our master service stations have been established in as many cities in this country.

Service has proven itself of great value, not only to the individual car owner, but to the large consumer of tires, such as taxicab companies, bus lines and fleets of trucks, which are carrying an increasingly larger share of the nation's burden. For over 15 years, here in Chicago, we have undertaken the complete maintenance of a tire service on Yellow Cabs which has resulted not only in relieving the cab company management of this important phase of cab operation, but in the remarkable reduction of cost from 2c per cab mile to less than ½c per cab mile to less than ½c per cab mile to less than ½c per cab mile arrangement by which our especially equipped service trucks provide regular and reliable tire maintenance service to owners of fleets of trucks who benefit through increased mileage and consequent lowered operating costs.

The importance of service in the tire industry can not be over-estimated.

Another problem of the tire industry in the past few years has been that of excess capacity, with its attendant evil of excessive price competition. There have been several contributing causes. One has been the necessity of anticipating future market requirements. Tire manufacturers, in order to provide for the market, have, from time to time, enlarged their plants, based on expected increased demand for motor

Unfortunately, however, this demand has not increased uniformly, so that abnormally large years of car production have proven a false and deceptive index to the rubber industry as to how it should prepare. Further complicating this problem has been the rapid improvement of manufacturing methods which, through new design and more efficient operation, have greatly increased capacity within the same four walls. With the improvement in manufacturing methods naturally came the improvement in product, so that increased mileage added another uncertain factor to the problem.

New Uses of Rubber.

However, the condition of overcapacity is now well on the way to correction. Many plants have gone out of business; others have been converted to other uses. It is entirely reasonable to forecast that within a comparatively short time the natural increase in the demand for tires, together with the ever-increasing new uses for rubber, will satisfactorily solve the question.

I should like to say a few words

about the new uses of rubber. There is no raw material whose potentialities for commercial development are greater. Although more than 30,000 different rubber articles are now manufactured, we know that we have only scratched the surface as to the ultimate uses to which it will be put. Wherever vibration and shock must be eliminated, it is with rubber that the solution is sought.

It will be through rubber that the strenuous drive for noise elimination in large cities will become a practical fact. Rubber flooring, rubber walls and rubber paving blocks provide the quiet so necessary to hospitals. As steel before it, rubber has proved to be an ideal substitute for other raw materials. Today all publications of the Rubber Grower's Association are printed on paper containing rubber latex. This is only an instance of where rubber may, in the future, be put to service to supply many of the things we now have in another form.

No industry has the right to look forward to a brighter future than the rubber industry. It furnishes a prod-uct without which no automobile can be run and we now know that no matter what may be the economic condition, the people will continue to use their cars. This year the sale of gaso-line has increased each month over the corresponding month of last year, when more gasoline was consumed than at any time in history. This is clear evidence that despite the conditions, more motor cars are running today than at any previous time. This year 55,000,000 tires will be sold; last year over 70,000,000 tires were sold. Knowing that the use of cars is greater today than ever before, there can be no question that not only the increased mileage which has been built into tires during the last few years is being absorbed, but that an unusually heavy replacement tire business is now in the making. For this reason, coupled with the fact that rubber and cotton are at the lowest price in history, removing any reasonable possibility of inventory losses, the rubber industry looks forward with optimism to a successful and prosperous year in 1931.

PRESIDENT HUTCHINS: The next speaker, Matthew S. Sloan, president, New York Edison Co., was born in Alabama only 49 years ago. Today he is president of six companies and director of 16 others. In addition, he is a director of 12 philanthropic organizations, and a member of 17 others. His leisure time he divides among 20 clubs. Simple arithmetic will show you that Mr. Sloan is a very remarkable person and a fitting ending to a very remarkable program.

Current Situation in the Electric Industry

By M. S. Sloan.

Electricity has been called mankind's universal servant. The statement is perhaps a trifle sweeping, but it is not inaccurately expressive of the position attained by this force in the affairs of the world, and particularly here in the land of Edison and Westinghouse.

Electricity put to work is light, heat, power. It can do more things and more widely varied things than any other form of energy. It lights a tiny

lamp to enable the diagnostician to explore our internal anatomy. It speeds a great railroad train up heavy mountain grades. It spans continents and oceans carrying our communications. Last June, I had the remarkable experience of simultaneously addressing, by electricity's aid, great audiences in San Francisco and Berlin, and my words were heard in many countries of North and South America and Europe.

In this discussion I shall consider only the electricity supply organizations—the utilities which generate electricity from falling water or steam and deliver it at the point of use as required, day or night.

Edison perfected his incandescent lamp in '79. He opened his Pearl Street Generating Plant in New York City in '82. Central station electricity supply, therefore, is not yet a half-century old. In that fact a primary characteristic of the industry shows forth. It is virile, progressive, drawing to itself keen minds and unflagging energies able to conquer diverse problems and move on to new ones.

The central station companies today represent an investment of more than eleven billion dollars. They have a generating capacity of more than thirty million kilowatts. They serve more than twenty-four million customers, homes and work-places in the great cities and the cross-roads hamlets. Their lines have reached out to more than six hundred thousand farms. Through interconnection of generating plants and long distance transmission, electric service in the small communities is in general of the same quality and character as in the metropolitan centers, and it is only a cold statement of fact to say that the United States is unsurpassed in its standards of electric service.

Reducing Unit Cost.

We are not the sole repository of intelligence and technical ability. Yet engineers and industrialists from other lands come to us to study our organizations, our practices, our plan and scope of operation. As Americans were the pioneers, so we are still the leaders in electricity supply and our country uses nearly half the electricity put to work in the entire world.

While electric service has been extended so widely and its quality has been improved, its price has been lowered year by year. This has been the result of two factors. One is the technical improvement due to research of the utilities and the great manufacturing organizations which furnish the generators and other equipment for our plants and distribution systems. Production efficiencies have thus been made possible which have reduced the unit cost of electricity. The other factor has been increased output, mass production of electricity, in other words, working hand in hand with production efficiency to reduce unit costs. Thus the electric utilities have been able to offer to industry an increase in power supply at low prices to help solve manufacturing problems, and to homes, a doer of work which has, in this gen-eration, revolutionized housekeeping methods.

In the domestic field particularly, the effect of lower prices for electricity has



WIZARD'S AID FROM OLD ALABAM Matthew S. Sloan, New York Edison Company, who discussed electricity at the Conference.

been remarkable. From January 1, 1928, to the end of July of this year, the average sales price of electric service to domestic users has declined from 6.55c to 6.04c a kilowatt hour, or 8½ per cent. In the current year it has dropped 2.3 per cent. From January 1, 1928, to the end of July of this year the average of domestic consumption has risen from 459 kilowatt hours a year to 531 kilowatt hours, or 15 per cent. In the current year it has increased 5.8 per cent. In 1912 sales of domestic service amounted to 8 per cent of the total sales and yielded 26 per cent of the total revenues. This year sales to homes will amount to 15 per cent of the total sales and will yield 33 per cent of the revenues.

It goes without saying that these facts must bring forth social and economic consequences of wide import. For a number of years the United States has held unchallenged industrial leadership, and even today, in a period of world-wide depression, we are still better off socially and economically than our neighbor lands. Our electricity supply alone has not been responsible for this, but it is a basic foundation element in the situation. Reduced to essentials this situation is that behind each American worker is about 5 horsepower of energy, and American production and American wages have been directly related to America's reservoir of electric power. The electrification of industry has made possible large scale production, low cost production and highly paid labor.

Public Utility Problem.

Home electrification has gone hand in hand with commercial applications. No other element, in my judgment, is more responsible for our high national standards of living. In the home, as in the workplace, electricity is a burden bearer. It lightens labor. It saves time. It saves money. It removes ele-

ments of danger. It adds elements of beauty and cheer. Perhaps these statements are truisms. The facts are beyond debate. Yet these conditions did not come about of themselves. They were brought about, they were created, as the direct result of the work of the electric industry. Hence they cannot be passed over and forgotten.

In less than half a century it has been brought about that you cannot successfully operate a home, an office, factory, mine without electricity. What produced that result? Business initiative—the same quality responsible for the success of every outstanding industry—vision, brains, hard work, plus a measure of genuine public interest. These attributes have characterized the electrical industry from the beginning, and mark it today perhaps even in greater degree, because they are more needed today than ever. It is now a very great industry, as I have shown, one of the key industries of our country. It has prospered because it has earned prosperity. It is a public service industry effected, as our laws declare, with a public interest. By reason of these things it has become a political problem.

Public utilities in 1907 and succeeding years were brought under state supervision and regulation in order to take them out of politics or take politics away from them. The basic principle of regulation was that these organizations, quasi-public bodies as they were, nevertheless were business concerns whose sound development must proceed on economic lines and whose continued usefulness must not be interfered with or hampered by political conditions or political considerations. It was held to be essential to public welfare that they and their customers alike should have a square deal, and the states set up regulating agencies to be umpires.

The greatest development of the electric utilities, their greatest usefulness to business and homes, have come about in this period of state regulation. Now we are being told that regulation is inadequate to deal with the problems it meets; that it has broken down; that it must be extended; that it must be supplemented by federal regulation; that there should also be government operation of certain great power sources as a yardstick by which to measure the utilities' performance. There are those in our land who boldly sweep private initiative and state regulation and their existing accomplishments into the discard, and insist that nothing save wide-scale government ownership and operation of electric utilities will protect and preserve the problem of the state o

Why Government Control?

I hold, of course, a strongly partisan view in these matters. I would not assert for a moment that the electric utilities, all of them, in all things, have been or are beyond reproach. Mistakes have been made in this industry as in others, and the industry has had its share of misdeeds. It has had also an outstanding record of accomplishment and definite measurable public benefit resulting from its work, such as could come only from a great preponderance of business integrity, professional pride

and downright public spirit. Therefore when I hear ill digested proposals of doubtful legality, and even more doubtful practicality presented for curing this or that alleged evil in the electric industry, advanced with protestations that their adoption is necessary to thwart the power trust, I am frankly skeptical of their proponent's facts or motives, or both.

I am skeptical, first, because it is my experience that our customers are not conscious that they are suffering in the grip of any monster. If they think so they seldom tell us about it, and I have never found them hesitant in letting us, my own companies, know when they think anything is wrong. I am skep-tical, second, because our owners tical, second, because our owners haven't hauled us over the coals. Now the owners of the electric utilities happen to be, besides the thousands and thousands of individuals of every group and class, many of the most discerning and least gullible institutions in our business structure; great insurance companies whose investment specialists are experts, banks, trust companies, savings banks, investment trusts and the like. Ownership of the electric industry by such institutional investors has been increasing tremendously in recent years. If I have any knowledge of American business, such ownership would not be in the least degree back ward in pointing out errors or misdeeds which endanger its investment. And policies or practices in utility operation or in utilities' relations with government which might be against the public interest would be dertimental to the long run welfare of the investor.

State regulation of utilities has not broken down or failed. Far from it. On the contrary, it has proved, in my judgment, to be one of the best examples in our entire governmental structure of how capably a public agency as free as is humanly possible from politics can deal with important, complicated and frequently highly technical matters. If the critics of utilities and utility regulation could hear utility operators complain as I have heard them of over-regulation and over-strict regulation, they might get another view of the matter. Under regulation, the interests of the consuming public have been protected as they should be. The interests of the utilities have been taken into consideration as they should be, and a great and wholesome impetus has been given to the concept that the interests of both, in the long run, are mutual and can be furthered only by a search for economic truth and its application.

That frequently has not been popular with certain groups which want the millenium brought about immediately and in their way! Hence protests, hence political campaigning, for unfortunately there still are votes in the utility issue so-called. And on top of such protests and campaigning is the persistent effort of that portion of our public, a small but highly vocal minority, which desires ardently to socialize the utilities.

Issue Should Be Settled.

This situation, to my mind, is of concern not alone to the electric utilities but also to all business, because it affects or tends to affect the future growth and progress of this key indus-

try. In the extreme—the demand—the demand for government ownership and operation of the utilities—is presented an issue which is a challenge to a fundamental American principle on which all business is builded. The principle of private initiative and enterprise.

This issue is not presented in such fashion that our people may express themselves on it for all and consider it settled. The clash of principles is always with us but the scene of conflict is now here, now there. Muscle Shoals one time, Boulder Dam another, the St. Lawrence on some other occasion, then the Columbia—over a long period of years. It is not a coming to grips, as a distinguished advocate of government ownership and operation recently declared, but is rather a guerilla warfare which by that very fact may be misjudged as to its importance.

What is proposed is the substitution of experiment for experience. Our people know pretty well what has been worked out under the present system. It is concededly not perfect. The development of the utility industry has outgrown and outsped the development of laws and regulative practices. That is merely another instance of what is constantly occurring in our country, the outstripping of government advancement by business advancement.

Speaking as a citizen rather than as an operator of utility properties, I believe it will be wholesome for states to modernize their regulative laws and practices, not to make them more restrictive, hampering the free play of initiative in a progressive business and discouraging the free flow of capital into a constantly expanding industry, but to bring them into accord with existing conditions as they are not now in many respects. I would not, for example, undertake to shackle the socalled holding companies, which more properly might be called management, investment, development companies. They are contributing importantly and must in future do so in greater degree to the development and improvement of electric service. I would, in combination with strict and just regulation of operating utilities, endeavor to stimu-late efficiency and ecenomy of operation showing results in high grade service at lowering prices by sanctioning a higher scale of reward to management and capital.

Economics or Politics?

There is no problem, technical, financial, administrative, now confronting the electric utilities which they are not capable of working out to the satisfaction of their customers and their own business benefit as they have solved a multitude of other problems in their comparatively brief life. There is no problem in the field of their relations with government, by which I mean more modern regulative laws and practices, which cannot be worked out for the public benefit, given honesty of purpose, accurate information, intelligent study and proper consideration of economics on both sides. The utilities are cooperating with government when possible to that end and will continue to do so.

Government ownership and operation means political ownership and operation. It means that or it means nothing. You can have here and there a municipal electric plant operated with-

out the grosser intrusions of politics, just as you can have here and there a city administered on business principles, comparatively free from pull and patronage. But such examples have never been numerous. Rather they have been the exceptions which prove the rule.

The question becomes then whether the future electricity supply of our country is to develop in accordance with economic principles or political practices. Is private initiative and enterprise, applied in this business as others (but under public supervision and regulation, please remember) to be scrapped in favor of socializing this key industry, vitally affecting American business in general and American homes? Shall our nation hereafter look for extension of its power reservoir and reduction of its power prices to a government department or commission instead of to business concerns which, at the very worst, know they must supply value or they won't get trade?

With these questions I think must go one other question. If, as is said, public regulation, that is, government regulation, of utilities has failed, on what ground is there likelihood that government ownership and operation of utilities would succeed?

These matters I have discussed because they are a part of the current situation of the utilities and will continue to be. Great as is their present place in the scheme of things, the elec-tricity supply companies will be called on in future for an ever increasing contribution to our country's economic progress and the improvement of its living standards. Their work cannot stand still, for that would mean retrogression. How and under what conditions that work is to be done, I believe concerns vitally all American business and all American homes. Apparently some of the questions involved will have to be settled in the political arena rather than in a calmer atmosphere of investigation and study. Yet they will all be settled by American citizens whom the utilities serve. As I read the history of the American people in business and in politics, I find nothing to make me question their collective wisdom.

Afternoon Session

Wednesday, October 22, 1930.

The meeting convened at two o'clock, Oscar G. Mayer, Chairman, Committee on Educational Plans, Institute of American Meat Packers, presiding.

CHAIRMAN MAYER: There have now been seven of these conferences. Six have taken place in this distinguished atmosphere, that is, under the auspices of the University of Chicago and the Institute of American Meat Packers. The remaining one was held in 1928 in New York in cooperation with Columbia University.

These conferences, in my opinion, have done a great deal to emphasize and I believe to encourage, the greatest working partnership of modern times, that of education and industry, upon which depends, more than ever, the gradual liberation of the body and spirit of mankind.

Notable people, in addition to the

speakers of today, have graced this platform and participated in these conferences. Among them I remember Nicholas Murray Butler, Charles G. Dawes, Lawrence A. Downs, Frederick H. Ecker, Walter S. Gifford, James G. Harbord, Alexander Legge, Charles E. Mitchell, Dwight Morrow, Frederick W. Sargent, Charles M. Schwab, Myron C. Taylor, Harry A. Wheeler, and a number of others.

The first speaker of this afternoon, Robert E. Wood, is both a distinguished soldier and a distinguished merchant. He typifies the fact that the arts of war are readily adaptable to the pursuits of peace. He participated actively in the construction of the Panama Canal and its subsequent operation, and then entered industry in 1915. At the outbreak of the Great War he reentered the service of his Government and emerged as a brigadier-general, the director of army transport services, in charge of all posts, ports, water terminals and shipping in France and England; but the call of industry again became irresistible to him. He associated himself with Sears, Roebuck & Company in 1924, as vice-president, and was elevated to the presidency in 1928.

Current Situation in the Merchandising Industry

By Robert E. Wood, President, Sears, Roebuck & Company.

I told Mr. Hutchins that he had made a poor selection of a speaker on "Merchandising," because I am a recruit in the field. Eleven years in merchandising hardly fits one to talk to veterans like Mr. Simpson, Mr. Straus and Mr. Sams, for I assume that I am talking of merchandising in the retail field—distribution from the merchant to the consumer. But perhaps a viewpoint gained from a great construction job gives a chance for a different kind of perspective on merchandising.

A year ago, Mr. Sams spoke of the processes of distribution lagging behind those of production. I would go further and say that the real brains of this country have for nearly a century been behind the processes of production and transportation, that the great advances have been made by engineers, scientists, technicians and administrators in the fields of production and transportation, and that very little of our modern industrial advance is due to the merchant

As a matter of fact, there have been but three new basic ideas in the field of retail distribution, the department store, the mail order house and the chain store.

The department store was a great advance in distribution in the large and medium sized cities of the country. The mail order house, through its catalogs, brought the department store to the rural districts and small towns. The chain store is planting itself in both large and small cities, and in certain forms, in small towns.

Progress in Retailing.

But in retail distribution, unlike mining, manufacturing and transportation, there has been no progressive increase in the output per worker, due to improved machinery or more and better use of power. It is true that retail distribution lends itself but little to the d

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use of machinery. While I would like, from the standpoint of efficiency, to see the customers in our stores loaded on conveyors and delivered per schedule, I realize that the ideal is unattainable.

The mail order house and the chain store, at least those in the staple lines, do afford the means of linking up mass production with mass distribution, and do afford the means of reducing the cost of the manufactured article to the ultimate consumer. And as the modern buyer becomes better trained in the principles of mass purchasing, in the adaptation of his orders to production schedules, the spread between raw material, manufactured cost and retail cost of the staple necessities to the consumer will become less and less. And that after all is the real goal of the distributor of staples. I do not speak of style merchandise, which embraces quite a different technique of merchandising. We can give a factory a production order for 150,000 lawn mowers a year in advance of our distribution, but we would go broke if we placed such an order for 150,000 ladies' coats.

But while I have accused the merchant of being behind the miner, the manufacturer and the railroad in his progress, nevertheless, there have been great strides made in the past decade in retail merchandising. The trained mind is as much in demand and as much in evidence among the great retail distributors of the country, as it is in the other great industries of the country. I doubt whether any more scientific study and analysis is made by any manufacturer than is done by my friend Mr. Straus in his great institution.

Sales to the consumer have fallen off greatly in this year of 1930. The figures of the Federal Reserve Districts hardly give a true picture, for as a rule, the figures cover mainly the larger department stores of the large cities, and do not cover the host of smaller and weaker stores, whose sales are more affected than their larger, more powerful and better managed competitors. Chain store figures, with very few exceptions, do not show comparative store figures, and those give the only real comparison.

Inventory Situation.

But in this time of stress, merchants—both big and little—chains or independents—show a much better knowledge of their business than they did ten years ago. Few merchants have large inventories, and few, in spite of the steady decline of commodity prices, will take any serious inventory losses this year. In 1921, such losses were almost universal and very heavy.

Few merchants are taking the credit losses that they took nine years ago, whether they are doing a credit business proper or a time payment business. While the time payment business is relatively but a small part of our total sales, our proportion of collections and delinquencies are exactly the same as a year ago in the prosperous period of a year ago, and our percentage of loss is normal. In this, I believe, our experience tallies with that of the average merchant.

I doubt whether today inventories of time payment goods in the hands of consumers are heavy. They may have been a year ago, but the fact that collections have kept up, while new time



MAIL ORDER BRIGADIER

Gen. Robert E. Wood, president of Sears Roebuck & Co., who talked on "Merchandising" at the Conference.

payment sales have declined, shows a healthy condition.

The great merchandising institutions of the country are abreast of the tremendous changes which have taken place in our country since the outbreak of the Great War, urbanization of the country; standardization of tastes caused by national advertising; dissemination of style to every corner of the country, and change of demand caused by the restriction of immigration. They will continue to adapt themselves to the even more profound changes that will occur in the next twenty-five years, to be caused by the slackening of our rate of growth of population and the advancing average age of our people.

In 1860, 45 per cent of our people were between the ages of 20 and 50, 46 per cent were under 20, and 9 per cent were over 50. In 1950, the proportion between 20 and 50 will remain the same, but the proportion under 20 will fall from 46 per cent to 27 per cent and that over 50 will rise from 9 per cent to 28 per cent. What does that mean translated into merchandising? It means that as an older people, older in the sense of age average, the demand for goods, and the balance of sales will be greatly changed. It means that the infants' wear department will be relatively less important and that golf goods may become more important. I leave to your imagination the more profound effects in economics and politics that this single change in age distribution will bring.

Avoiding Over-Production.

The large retail merchant dealing in all commodities has one advantage in position. He has on the one side a birdseye view of the whole manufacturing industry of the country, and on the other side he is the one in industry who is face to face with the ultimate consumer, knows the most of his con-

dition, and is prepared to interpret and serve his wants.

The large retailer has seen in the past decade the over-production in industry after industry, an over-production present in many large industries even before 1929. And such over-production in the manufacturing industry, while it may spell temporary advantage to the merchant as buyer, brings no real long pull advantage, bringing as it does no return on capital to the investor and insecurity of employment and low wages to the worker in that over-produced industry.

The merchant, even better than the manufacturer or the transportation agent, realizes the difference in the purchasing power of a district which has ignorant and low-wage workers as compared with one which has intelligent and well-paid workers. He realizes what that difference means to his own prosperity, and to the forces of production and transportation behind him. Modern technique has led to a rapid increase of the production power of industry. The chain store, while not perfected, will permit the economical distribution of this modern production.

To quote the English economist Hobson: "The inability to make full use of this increased production lies in a failure to make a full, continuous use of the purchasing power created and distributed simultaneously with every act of production." And while I can not agree with many of the conclusions of the author, I believe that more of our capital savings in future will have to go, directly or indirectly, into an increase in the standard of living of the masses, and less into investment in new production facilities.

Raise Standard of Living.

Associated as I am with a company distributing the principal necessities of life to the farmer and small town worker through the catalogue, and to the wage earner in the large and small cities through our stores, I have seen clearly that the recent marked decline in the purchasing power of the farmer, the miner, the logger and the rancher, the producer of raw materials is due to the decline in price of the raw materials that he sells. That producer of raw materials is not on a buyers' strike, he simply has not the wherewithal to buy.

In the cities, large and small, the main cause of lack of purchasing power is unemployment, added to by the fear of those workers who are still employed, and the restriction of spending by those of the middle and wealthier classes still in possession of their incomes. But the decrease of the purchasing power caused by the latter is small in comparison with that caused by the decline in commodity prices and by unemployment.

I am aware that there is a school of thought that believes wages and salaries must be deflated and that the world and our country must be brought to a new low level. I cannot subscribe to that opinion. Waste, extravagance and useless overhead must be eliminated in every business that is to endure, and every head of an industry here knows how much of this creeps into even the best managed business in times of prosperity.

But I believe wages and salaries

must be maintained and that the living standards of our people must be raised, not lowered. And I maintain that the retail merchant has the liveliest interest in trying to maintain and raise those standards. If anyone wants to get a very graphic illustration of how the standards of living and of taste of the farmers and workers of the U. S. have risen during the past thirty-years I invite him to a glance at the files of catalogues of either Montgomery Ward & Company or Sears, Roebuck and Co. from 1900 to the present date.

Effect of Price Deflation.

I do not mean that some prices cannot be deflated. Where improvements in technique, machinery and application of power can lower manufacturing costs, where economical and short cut methods can lower distribution costs, where excessive overhead, excessive financing costs and excessive profits have entered, prices can be lowered to the benefit of all. On the other hand, when the lowering of prices means the lowering of wages and of the standard of living of the workers in production and distribution, such a type of deflation works to the detriment of all.

To illustrate: in our spring catalogue in the year 1921, we sold a 30 x 3½ cord tire for a Ford for \$18.95. That tire would give barely 6,000 miles' service. In the fall of 1930, we are selling a 30 x 3½ cord tire, giving approximately four times the mileage, for \$4.98. In the same 1921 catalogue, a storage battery for a Ford car sold for \$22.80; in the 1930 catalogue a similar battery is selling for \$6.75. What caused this decline? Only a small portion of this decline? Only a small portion of this decline in price was due to lower raw materials. The major decline was caused by improvements in production and distribution methods, without loss to the investor or the worker.

Now for illustration of the opposite case: a popular number in cotton goods -sheeting-sold in our 1909 catalogue for 3% cents per yard and in the fall of 1930 it is selling for 9½ cents a yard, after dropping from a peak of 21 cents per yard in 1920. How was this price of 3% cents reached in 1909? It was accomplished by almost peon negro labor in the cotton fields and by raising the raw material on farm land which had a negligible value, a value so low that taxes were insufficient to provide proper schools, roads or other facilities. I know whereof I speak because I owned a plantation in Georgia in 1909. The raw material that went into that sheeting was made up in milis where the cheapest of immigrant or native labor was employed at almost starvation wages.

Today, both the field worker in cotton and the mill worker have low wages and a low standard of living when compared with the rest of agriculture and industry, but at least both have greatly improved their condition in the past twenty years. Now where are you going to get the deflation in the textile industry? At least the major portion has modern machinery and modern distribution. A reduction in selling price cannot be taken out of profits because there are none for the

grower or the mill owner, and very little for the merchant. Any deflation has to come out of wages. Yet I doubt whether any responsible man wants to drive the investor into bankruptcy and to drive the field and mill worker back to the standards of 1909. In this case, it will be better for prices to go up, not down.

Avoid Lower Wages.

So when speaking of deflation of prices, let us distinguish between the deflation that can be made by improved methods in production, transportation and distribution, by the climination of waste and extravagance, by the lightening of unnecessary fixed charges, by squeezing the water out of some industries, and the deflation that can only come out of wages, salaries and lowering the standard of living. Let us all work for one type of deflation, but let us avoid the other.

The responsible merchants of the country are doing their part toward the lowering of prices to the consumer, but both they and the manufacturers wish to avoid the general lowering of

wages and salaries.

I believe that in the future no individual business or any industry or any line of business will be judged truly successful, unless they succeed in giving fair returns to their investors, real values to their customers, and security and fair and liberal wages to their workers. No great business will endure and prosper unless it accomplishes all three results, and when all industry has these three objects before it, we will be set for a lasting prosperity.

CHAIRMAN MAYER: Our next speaker, M. H. Aylesworth, is a gentleman whose product is like that of the packing industry, highly perishable, but he manages to reach daily, I dare say, almost every home in the United States. He has what General Wood would call real distribution. The difference between his business and the packing business is that our delivery equipment vehicles move at the speed of 30 miles an hour, whereas his vehicles move at a speed of 186,000 miles a second. This gentleman was horn only a short time ago in Cedar Rapids, Ia., and now lives in New York City. Incidentally, he is president of the National Broadcasting Co.

The Radio Industry

By M. H. Aylesworth.

When I was first approached on the subject of talking before this gathering, it was suggested that I treat on the communication industry, but communication is such a vast field and involves so many matters on which I do not feel cualified to speak with authority that I decided to limit my remarks to radio, and peculiarly enough when I tried to think in terms of radio I was unable to do so.

For the first time I realized the ethereal, I use the term in the figurative sense, quality of this thing called "radio." And after much thinking I came to the conclusion that radio per se does not exist. You can well imagine my horror at that thought. Had I been deluded all these years? Was I working on false premises? Could it be possible that the radio industry was founded on an illusion?

I learned at school that the whole is the sum of its parts, but radio itself numbers only its parts; in other words, radio only exists in its parts. To name a few: marine radio, world-wide radio, trans-oceanic radio, aircraft radio, the radio industry which manufactures and sells radio equipment, the science of radio which delves into the intricate principles and theories, and broadcasting.

Also, there are affiliated arts and industries dependent upon radio, such as talking pictures, the infant television, telephony and various industrial processes that have come to depend upon the vacuum tubes and photo-electric cells. Indeed, communication must become a minor role in the vacuum tube art of tomorrow.

However, on the assumption that you are not particularly interested at the moment, in hearing me speak on the non-existence or even the irrelevant, I move to limit my remarks to just one phase of radio, that part with which most of us come in almost daily contact, broadcasting.

Broadcasting Only 10 Years Old.

Many stories are told of the birth of the broadcasting idea. So many attempts were made at radio telephone communication, including experiments and tests in which amateurs and others took part as legitimate eavesdroppers, that a most astute historian finds it difficult to differentiate between radio telephone experiments and serious attempts at mass communication. In fact, radio broadcasting has more fathers than any other major industry.

The first commercial broadcasting station, KDKA of Westinghouse, at Pittsburgh, opened in November, 1920, to broadcast the election returns. Thus in a decade radio broadcasting and its complimentary manufacturing activities has developed from a mere experiment to the fastest growing industry in all history.

In the main, two factors have left the greatest impress on the progress of broadcasting—the sponsored program and the broadcasting system.

In England, as well as in most Continental countries, broadcasting has become a governmental monopoly, with the broadcast service, in the form of licenses or taxes paid for by owners of radio sets. In America broadcasting began as a free institution. It has continued to be free. The American people would resent having to pay for a service which has been given without charge for so many years.

In the second place, business and industry realized the value of broadcasting. In the time of need, when radio broadcasters throughout the country were pondering over the weighty questions of financing their operations, these same industrials and business men came to further their own ends, and at the same time saved broadcasting from extinction by the establishment of what we know now as the sponsored program.

The close parallel between the printed word and the broadcast word must not be overlooked. Those who would find fault with sponsored broadcasting might likewise find fault with the publishing system. This makes available a mass of world news for a couple of cents because business news or advertisements are included in the daily reading diet.

With all due respect to the critics of the sponsored program, there can be no denying that this solution of the economics of broadcasting has, in the largest measure, made America the world leader in this field of public enlightenment. It is a business rather than the use of sponsorship that admits a fair criticism today.

Competition between commercial organizations vying with one another to gain public attention and good will is resulting in the steady betterment of programs. The public's good will can only be gained by giving that which the public wants.

This is influencing broadcasting in two directions: First, broadcasting is tending towards finer programs presented in a masterful manner and broadcasts from such stations as have the best transmission facilities. Secondly, broadcasting is tempering any desire on the part of the sponsor to abuse his privilege as entertainer in the home by too obvious shop talk in the form of blatant advertising copy.

The leading broadcasting stations are as envious of their audiences as publishers are of their circulation and are certain to maintain all program features, sponsored or sustained, at the highest level of quality, good taste and general acceptability. The proof of the pie is in the eating.

Best of Talent Used.

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Last week the great American radio audience listened to the Boston Symphony, the Philadelphia Symphony, Walter Damrosch and the National Orchestra, the New York Philharmonic, the Minneapolis Symphony, the Cleveland Symphony and the Eastman Rochester Symphony, and this week the Chicago Civic Opera from the Stadium, all in two weeks.

The other great factor in the development of American broadcasting is national broadcasting. Such an institution, serving the program require-



HE GIVES THEM THE AIR

M. H. Aylesworth, president National Broadcasting Co., talked about communication by atmosphere.

ments of a large number of independent stations scattered throughout the length and breadth of the nation, is a natural outgrowth of the sponsored program and a growing appreciation of broadcasting artistry.

The individual broadcasting station, particularly, if remote from the great musical and cultural centers of the country, can no longer provide a constant flow of worthy entertainment and enlightenment for its audience. It must import its programs, so to speak, from the musical and cultural centers, just as the local newspaper receives a goodly share of its news from news centers.

The local broadcasting station maintains its individuality and its local appeal, but it obtains a considerable portion of its daily program and, particularly, its features, from a national broadcasting system. Syndication, or making a feature available to a larger audience by means of a group rather than a single outlet, justifies greater expenditures in the securing of talent and the preparation of the offering.

Hence, features for a widespread network of stations of the highest possible quality, as contrasted with the features of individual stations limited in their expenditures; in other words, national broadcasting, is the logical solution of the broadcast program from the sponsorship angle.

Large Organization Required.

Today the country-wide broadcasting system is realized in the facilities of the National Broadcasting Co., or the Columbia Broadcasting Co., and associated radio stations. There are more than 72 stations gathered together by more than 30,000 miles of special radio and telegraph wire lines, taking part in our country-wide broadcasting service in the National Broadcasting Co.

During actual broadcasts, hundreds of engineers in attendance are stationed at various points along the radio wire line to safeguard the delicate sound values traveling from key stations to broadcasting stations, so that their fidelity may remain unimpaired. No commodity is handled with greater care than the sound values that constitute radio programs.

Our Washington studios are the nation's ears, at the seat of our National Government. The New York studios are housed in the company's own building at 711 Fifth ave. More than 1,000 employes work there, and more than 800 artists a night appear on the radio.

In Washington, the various activities of our government, the opinions of our great leaders, the news events of national interest are secured by the Washington studios for the stations associated.

Recently our Chicago studios were located at the top of the Merchandise Mart, the world's largest merchandise building. Chicago can boast today of the largest and most modern broadcasting station in the world, and many programs are originating from this point.

News Takes First Place.

The San Francisco studios are mainly for the purpose of providing program material for the Pacific Coast, although the coast-to-coast hookup is a well-known term.

During 1930, the National Broad-casting Co. alone, through its sponsors, will expend \$25,000,000 to entertain the American public. News events compete with entertainment features in appealing to public interest. The modern broadcasting service is primarily a newspaper of the air, ready to bring not only the news of the world, but also the actual events themselves with all of the descriptions, interpretations, and even atmosphere, which skilled reporters can convey to the nomad microphones.

Indeed, let an important event take place and the National Broadcasting Co. is soon on the scene with its reporters, microphones, amplifiers and lines. Sponsored programs are set aside to make room for great news events. Let me give you an illustration.

When Coste and Bellante, the intrepid French fliers, landed on American soil, they broke into the middle of the Amos and Andy presentation. At the risk of fomenting a revolution, the National Broadcasting Co., at the landing field, cut in on the program, set aside the two colored gentlemen, and gave an eye-witness account of still another epoch in the annals of aviation.

Let the president of the United States address an audience on a subject of national interest at any time, anywhere, and microphones of the network are ready to pick up his words and carry them to the nation.

Valuable Service Rendered.

We all appreciate the part radio is playing in politics. During the past presidential campaign, the voices of the Republicans, Democrats and Socialists were heard for the first time in sections of the country that had never heard before all sides of a political story.

The woman in the home has been benefited immeasurably by radio. After all, most radio sets are in homes, and it follows that the woman in the home has the use of the radio for more hours per day than the man in his office or shop. And industries have not been slow to appreciate the importance of this daytime audience, resulting in splendid sponsored programs.

Broadcasting has likewise taken its place in religion throughout the nation. Throughout the history of the National Broadcasting Co. the religious message has been undenominational and uplifting in every sense of the word.

In the field of pure educational effort, broadcasting has moved more slowly than in other directions. Schools lack radio equipment. Broadcasters were reluctant to develop programs and devote valuable time in the absence of large school audiences. Today, however, I am happy to report progress. More and more, schools are equipping their classrooms with radio sets.

their classrooms with radio sets.

And then there is the Musical Appreciation Hour, under the direction of Walter Damrosch, which, this year, will go to more than 10,000,000 children every Friday morning, from that dean of American musicians. Besides the educational efforts being carried on in national broadcasting, universities and

stations.

Radio's Aid to Education.

Broadcasting is looked upon chiefly as a means of entertainment, and he who would teach over the air must put his lessons in such form that they will be entertaining as well as informative. Educators must learn that, no matter how important and useful the material of the educational broadcast, it is next to useless to go on the air with-out an audience. Unfortunately, men experienced in radio broadcasting, the most part, lack the specialized viewpoint of the educator.

The broadcaster must receive the cooperation of schools and colleges in planning those courses which may best be taught by radio, and in presenting subjects of significance and understandability to the average person to whom they are addressed. The eduwhom they are addressed. The edu-cator, in turn, must heed the counsel of broadcasters, tempering their radio educational efforts with showmanship, in appealing to their classrooms of

Chicago is in the midst of a great agricultural belt, and so we come to the phase of broadcasting which has to do with the farmer. To him, perhaps, more than any other class of society, broadcasting is not so much entertainment as it is an actual business asset. Realizing radio's great responsibility to agriculture, the National Broadcasting Co. dedicated the Farm and Home Hour, broadcast each day, except Sunday, at the noon dinner hour, to the farm families of the nation.

The farmers and their families in all parts of the United States gather to listen to the great national farm or-ganizations, the U. S. Department of Agriculture and the Federal Farm Board during this hour set aside for them. Specialists give up-to-the-minute market reports, prices of dairy products and cattle, weather reports and daily news on crop conditions. Representatives of the agriculturalists are daily bringing home to the farmer proper methods of cooperative organization and marketing.

Aids the Farmer.

To my mind, however, the most important phase of this daily service to agriculture is the fact that for the first time city families are listening to and becoming interested in the agricultural problem, for these programs are transmitted through high-powered stations, located in the great cities of the land and serve both farm and city. The daily newspaper has not the space available to devote to agricultural topics. The farm magazine arrives too late to influence action on immediate problems. The farmer has no ticker tape at his elbow by which to plan his work.

Thus radio performs a service to the farmer as efficient, rapid, thorough and all-inclusive as any business service available to the urban worker. At the same time it gives a service that can be supplied in no other way. the most important factor in the reduction of the farm-to-city movement, I believe. Radio has swept away the web of isolation in the farm factory and the farm home.

It has been said that the American

schools are broadcasting through local farmer is inefficient. I do not agree with this. But it must be apparent that radio is bringing intelligence in opera-tion and strength in organization of far greater importance to American agriculture than all of the alleged corrective and remedial legislation offered in Washington.

> What of the future of broadcasting? He would be a brave man who would attempt either to elaborate upon the possibilities and probabilities, or contrariwise, to set a limit to its ultimate achievements. The American system of national broadcasting is here to stay, yet there will be many changes in the years to come. All of them will be for the better, I trust. Higher power appears to be the trend of broadcasting. However, there are rural sections still handicapped by inadequate reception, and to those sections the hope of higher power is a sound one for the future.

Television Not Developed.

On Monday of this week it was my privilege to make a rather revolution-ary report to Chairman Salzman and his associates on the Federal Radio Commission.

National Broadcasting Co. engineers, with our associates in the Radio Corporation of America, General Electric Co., Westinghouse Electric & Manufacturing Co., and with the cooperation of the American Telephone & Telegraph Co., have definitely demonstrated, from a technical standpoint at least, that it is now possible to operate two or more stations on the same radio wave length without distortion. These experiments are now out of the laboratory and, in the years to come, will mean a greater variety of national programs for the entire nation.

Much has been said about television. Contrary to the usual procedure, television has been overly emphasized before its actual appearance. It has been hailed as already here, but we look about us and find it not. Most statements have lost themselves in fond The truth of the matter is dreams. that television is here only in the laboratory. As a practical service, it is not even in sight. We must remember that startling laboratory experiments, though eagerly devoured by the press which hails the spectacular beyond its true worth, often are not necessarily the beacon lights showing practically in the near future.

We feel it is our duty at present to warn the public, grown used to tremen-dous and rapid advance in radio, against expecting television prematurely. On the other hand, our duty to progress demands our readiness for television when it comes, and so we have constructed our new Chicago studios for television when it arrives.

In the matter of broadcast artistry, the future holds rare promise. I hesitate to touch on the subject. You will think I am dreaming, that I am allowing my imagination to run riot. In the In the heart of New York City, the Rockefellers own and control a plot of land of more than three square blocks, crowded with buildings now. These are being torn down. This is to be a great radio development.

Great Radio Center Being Built.

It will be dominated by an enormous skyscraper, housing myriads of broad-casting studios. There will be other casting studios. There will be other buildings among them. Five of these will be theaters, each the center of its own field of activity—vaudeville, legiti-mate drama, musical comedy, talking motion pictures, and probably a grand opera house. There will be radio laboratories, receiving stations, and transmission lines. This Radio City will be manned by the best in each of the many phases of work undertaken.

This is not a dream; it is a practical plan and is now under way. It will not happen a hundred or fifty years from now, but in from two to four years. In this Radio City, art and sciences will join hands, gathering from the entire world, serving the entire world. Radio broadcasting in America should be our greatest force for American music, art, and culture. It has already broken down much of the intolerance in religious differences and it can do more.

The remote sections of our country now throb with the life of our great cities. This great instrument of mass communication must be sustained as a power for great good in this country. Its influence is international and it is bringing better understanding between the countries of the world.

The future of radio broadcasting is in the hands of the people. We who are attempting to guide its destiny re-

are attempting to guide its destiny respond immediately to public opinion, which, after all, rules all of us who serve the people.

CHAIRMAN MAYER: Our next speaker, George M. Verity, president of the American Rolling Mill Co., belongs to that long line of steel pioneers with the Carrosic and Sakwah Next typified by Carnegie and Schwab. Next to agriculture and the meat packing industry his line of business is prob-ably the most fundamental for all industries. We welcome his message on

Current Situation in the Steel Industry

By George M. Verity.

Iron and steel are basic to our civilization, without them all progress would cease. The past, present and future of iron and steel is, therefore, of very great concern to everyone. Iron and steel have played their part in the world's development since the earliest

It was the iron rail and the steel steam engine which carried forward the empire building of earlier American days. Ever since those days iron and steel in ever changing form have reared their heads and played their part wherever progress has asserted itself. They have rendered a conspicuous service throughout the entire fabric of our natural life. Great mills and factories fabricated of iron and steel have come into existence.

Nature's great contribution of nat-ural gas and crude oil are being carried through iron and steel pipe to all parts of the country. It is, in fact, now predicted that in a comparatively short time almost every community of any importance will have natural gas and oil available for its use and delivered to it by pipe line.

Varied Uses of Iron and Steel.

Great ships of iron and steel, a part of our national scheme of defense and those needed in a still greater degree to meet the demands of commerce, sail the briny deep as if they were made of



A BUSINESS BAROMETER
George M. Verity, president American
Rolling Mills Co., talked of situation in
steel industry.

wood. They even find their way down under the surface of the seas along with the natural life of the ocean. Great massive towers of iron and steel are rearing their heads heavenward.

The architecture of the past is completely obsolete and there seems no limit to what this great "basic metal" can do in the hands of our modern architects and engineers.

Anyone who has been privileged to watch the growth of the sky line in New York City during the past twenty-five years has simply marveled, and stands spellbound at the sight. As civilization progresses, iron and steel will be called upon to contribute a constantly increasing service to humanity. Now what has this great industry done to prepare itself for such a task?

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Production Increases.

In the past ten year period the production of steel ingots and castings has increased from approximately 42,000,000 tons to something over 56,000,000 tons per annum, an increase of some 14,000,000 tons or approximately 34 per cent.

Taking this growth as a basis, it is estimated that in the next ten years we will reach a peak production of something like 69,000,000 gross tons.

There is every assurance that the need of the future, whatever it may be, both in quantity, design and quality, will be met, for our outstanding steel corporations have developed a proven creative intelligence which invents and designs, where tradition simply imitates and adapts.

The steel industry has grown to its present proportions and standards of efficiency largely because of its intimate and persistent contact with need and reality, in the midst of an ever increasing and more critical and exacting demand.

The iron and steel industry as a whole has been entirely transformed in

the past twenty-five years. Old products, old methods of operation and old equipment have been discarded and new and marvelously efficient machinery and equipment has taken its place. Metallurgy, science and invention have been earnestly at work and they have found a fertile field of effort.

Constant Improvement in Methods.

Our new standards of living are demanding a continuation of mass production, of lower costs and of an ever increasing quality of product from industry generally.

dustry generally.

The steel industry has met the challenge. It has employed science, invention and engineering to lead the way, and when the route was once clear it expended millions on millions of dollars in the revamping and rebuilding of old mills and in the construction of entirely new ones.

Just a few years ago, one of our most outstanding steel corporations told their stockholders that they had just completed a program of construction and reconstruction at a cost of some \$120,000,000, and that as a result costs had been decreased about seven dollars per ton.

That same effort has been made in greater or less degree throughout every branch of the industry. The backbreaking, soul-grinding tasks of earlier days have largely disappeared and many of the men who performed those arduous tasks have, through training and education, fitted themselves for the more responsible and more remunerative positions created through the development of a more intensified and perfected mechanical operation.

As a consequence, the iron and steel industry of America stands today ready to perform any service that our growing civilization may demand.

The iron and steel industry has removed seemingly impossible obstructions in the way of increased tonnage, decreased costs and increased quality.

It has adventured into the unknown and has made the seemingly impossible a living thing in the service of mankind.

It has, in fact, built bridges from one stage of civilization to that of another and it will go on in like manner until the end of time.

Present Readjustment Period.

Our future prosperity depends upon our ability to carry on the developments we have made which so largely affect the lives and happiness of all our people. As now organized we must maintain our present high standards of living and improve them when and where we can.

Mass consumption must follow mass production as the night the day, or our whole industrial fabric would have to be remodeled along other lines and our economic life entirely changed.

Throughout this most drastic period of readjustment the great iron and steel industry has continued to support established wage rates so essential to our present mode of living. The steel industry has been and is keenly conscious of the importance of the whole problem of living and working conditions. It has during the past twenty years taken on many new obligations affecting the lives, the prosperity and happiness of its employes.

Much has been said and written during the past few months of unusual stress, concerning employment insurance and other factors affecting the whole problem of "stability in employment."

There is no industrial group more concerned or more anxious to do everything possible to attain the largest possible degree of stability in employment than the steel industry, but there is a limit to what any industry can do in support of any one factor or any number of factors affecting its conduct in any given period.

Production Stability.

When the public at large comes to a full realization of the importance of greater stability in production, and how impossible it is for industry to do anything in a cooperative way to reasonably control that important factor, because of our existing antiquated Anti-Trust Laws, they will, I envision, soon create a "public consciousness" that will demand a sound modification of these laws.

A stabilized production will do more to insure permanent and stable employment than any other one thing. In the early days of big business in

In the early days of hig business in America monopoly was the great fear of the people. Existing laws were created to meet that supposed menace. Today that situation is as radically changed as is every other phase of industrial and large business operation.

Today a high profit monopoly in America is an economic impossibility, as industry can only live and grow as it reduces costs, improves quality and sells its resultant product at a price that will encourage further consumption.

Where fifty short years ago industry was largely owned and controlled by a few individuals, today the corporate investment of the nation is in the hands of the people themselves. They are the ones most affected by any unsound and unnecessary legal restrictions standing in the way of either progress or stability.

Periods of reconstruction and readjustment such as we are now going through are costly to all business. Industry cannot be keyed up to high production and conservative profits and show satisfactory return when current consumption only permits of an average operation of 50 to 55 per cent.

Industry Needs New Policy.

The cost of these periods of readjustment is not, however, all loss, as the opportunity for general house-cleaning, for reduction of overhead built up in more active times, for improvement in costs and for increase in general efficiency, that can and should be accomplished in such periods should return a large proportion of this temporary loss during the next period of activity. Business is bound to be basically sounder as a result.

Industry cannot adopt policies to simply fit either the short periods of depression or the longer ones of activity. These periods of readjustment seem to come, every six to eight years, and industry must shape its policies and plan its activities covering that entire period.

The steel industry today is like unto a great giant tied and pulling at his shackles. With plants improved, costs

reduced and efficiency at its best it is impatient to go, and go it will within a comparatively short time.

The relation of production to consumption has reversed itself to the end that a minimum consumption now exceeds production. Wear and tear are going on in a perfectly normal manner. The country is growing as usual and inventories are melting away. These factors, added to the natural optimism of our people, to their known initiative, courage and resourcefulness, will in due course start commerce and industry on a new period of constructive activity which can and should exceed anything heretofore enjoyed.

That is our opportunity, but if it is to be fully enjoyed in the interest of all, we must hearken to the words of Calvin Coolidge who so recently said:

Calvin Coolidge who so recently said:
"The progress of the United States
during the next half century will be dependent on the preservation of the present institutions of Government and
Society"

And our leaders in business and in every walk of life must come to see that it is up to them to create and support a more effective sentiment in support of established law.

CHAIRMAN MAYER: Our next speaker is L. J. Taber, Master, since 1923, of The National Grange, one of our largest farm organizations. He is one of the best known and most indefatigable leaders in America for the improvement of agricultural life, not merely in its economic phases but in its home and higher spiritual aspects.

The Situation in Agriculture By L. J. Taber.

If iron and steel are basic to civilization, agriculture is basic to life itself. A farmer in Minnesota asked me yesterday at a farm gathering what hope there was for the future of the tiller of the soil and what assurance could I give that conditions would improve. I said that I would answer him in his own philosophy: Conditions are bound to improve because no farmer ever fell out of bed when he was sleeping on the floor.

Agriculture is on the economic floor. There is only one place it can go. That is forward and upward.

The philosophy underlying American agriculture has apparently failed to lead the American farmer in the direction that he hoped it would take him. This philosophy of agriculture has been to increase the productivity of one pair of hands. Improved breed, improved seed, improved mechanical equipment, improved educational outlook have gone on for more than a century in America and have made the American farmer the most efficient food producer in the world.

The farmers of this land of ours produce more than twice as much per man as any other farmer in the world, and yet, in view of increased efficiency, in view of increased output and increased

production, we find some difficulties.

I rejoice that I am not to talk on the state of the farmer's mind, but that I am to discuss the current agricultural situation. Before discussing that current situation, I must again return to this type of philosophy that has mo-

tivated the American farmer through the century and point out where there apparently were other conditions in this conflict of civilization about him.

Drought Damage Great,

Reviewing the ten-year period, we find that American agriculture has suffered continued economic inequality. The plant of American agriculture in a ten-year period has declined more than \$20,000,000 in value. In addition to that, its net income has been declining, and in addition to that, agriculture has seen mortgage indebtedness mount and foreclosures increase.

The current situation finds itself aggravated by a ten-year period in which agriculture has not been able to keep step with the marvelous changes that have taken place. Changes in transportation, changes in distribution, changes in merchandising, and changes in consumption and finance have let unorganized agriculture somewhat out of step.

And so, facing this current situation, we find agriculture in a difficulty. And then the Divine Hand, in its wisdom, gave to agriculture the most severe drought in the life and the memory of living man. That drought has been more serious than usually pictured or understood. In the Ohio Valley, the Potomac Valley, and other national areas, we had an increase in heat and a decline in rainfall until there has been an apparent loss running into, at least, a billion dollars. This has had a counter-depressing effect upon agriculture.

The drought has been alleviated by late rains. Its conditions is not now as serious as it looked 30 or 90 days ago. The most potent assistance that has come to the farmer in the drought areas has been the assistance given by the railroads in their reduction of one-half of the freight rates east of the Mississippi and a reduction in rates of one-third west of it. This is appreciated by the farmers.

Farm Income Low.

And if there are any railroad thinkers here, I want to plead with them that this reduction, which ends on October 31, be extended until, at least, January 1, or March 1, 1931. The farmers in the drought areas with empty barns and with deflated income appreciate this assistance, and it is essential to their rehabilitation and welfare and their ability to use the carriers in the years to come.

Added to the present current situation has been another very serious difficulty. This is the debacle in the prices of farm products. Wheat, to-bacco, cotton—practically all of the products of the farm—are selling at unheard-of prices. No wonder we find the farmer mind confused and a bit resentful.

I am not speaking the philosophy that is pictured in the counting room, newspaper office or some other place, but the language that has come to me from 25 states in the last 90 days. The farmer is disturbed, he is unsettled in his thinking, he can hardly understand why he is receiving 1916 prices for wheat, 1903 prices for cotton and to-bacco and paying 1930 prices in freight, 1930 prices in taxation. These situa-

tions present problems that seem rather beyond his control.

The average dollar and cent income of the farmer in 1930 is about eight per cent above pre-war times, but the things he must buy, including government—and the farmer must, through his taxes, buy government the same as others—are more than 50 per cent above what they were in pre-war times.

This is bringing a condition that, to agriculture, is apparently a bit serious. I am telling these things because I want to snow the current situation, not as we wish it were but as it is, and to picture its relationship to what is just ahead of us in rural life.

Agriculture at Turn of Road.

I believe this is a good time to do a lot of thinking and little speaking, but sometimes a position compels vocal utterance. While it is a bit difficult to foresee just what is ahead of this, I think I can say agriculture is at the turn of the road. The drought, disastrous as it has been, the crushing decline of prices which have outrun the decline in commodity prices and the world-wide decline are serious. But back in the psychology of agriculture is a value. The farmer is looking less to government and Congress and more to himself. We are less concerned about what Congress or the government may do for us and more concerned about what they are going to do to us. I see my distinguished friend, the Senator.

In spite of constructive legislation, agriculture finds itself in difficulty, but I think the American farmer is beginning to realize that a million new members in the Grange and other farm organizations will mean more to agriculture than any law Congress ever

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I am saying this because I want to point out this picture: While the fact that the farm income has declined is distressing; while it is disheartening that we have had drought and low prices, there is a silver lining to our cloud. Agriculture is the largest potential purchaser of the products of industry. We have been forced to practice economy. We have not kept up our painting. Millions of gallons of paint are needed on the farms. Hundreds of millions of rods of fence must be built. Agriculture is just ready, with increased income, to do more to set in motion the wheels of industry than almost any other national factor.

Closer Cooperation Needed.

Agriculture feels that this problem, serious though it is, is susceptible to satisfactory solution. Our first step is organization. We believe agriculture can not exist as an independent unit in organized society and organized life. Second, we believe agriculture must build a better marketing system. I know how controversial that question is in this group, but I hold that until agriculture builds its own farmer-owned and farmer-controlled marketing system it will be absolutely impossible to merchandise intelligently the products of the soil and guide productive activities with intelligence and with progress.

with progress.

Agriculture is tremendously concerned about equality in taxation and in legislation. I think I can say, after

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facing 6,000 farm audiences in the last few years, that the farmer wants no special favor. He desires no privilege in government or in administration, but he wants the same type of machinery, the same privilege and the same opportunity that organized units of society and other groups now enjoy.

I have new tires on my car. They came from Akron. When I was a boy the wagon-maker, harness maker, saddle maker and carriage maker were important to the farmer.

They had tools, they all had money in the bank and they paid taxes on their shops and their tools and their money in the bank. They helped me bear the tax burden down in the open country. Today, they and I are helping to build up Akron, O.

When I was a boy and we wanted more motor power on the farm, we raised another colt. When we wanted power, we planted a little more timothy hay or another acre of oats. Today we send the money away. What is the effect on the open country?

The greatest problem of modern statesmanship is to find a method whereby we may bring back to the open country some of the tax money that by indirection is sent away. We cannot stop progress and we would not, but we must never allow ourselves to believe that corporation agriculture will solve our farm problem. It will not, cannot. But we can, my friends.

No Progress in Conflict.

And I close believing in the bright future for rural life and its relationship to national civilization. I leave you with this thought: It is only by maintaining the purchasing power, the self-respect and the independence of the individual food producer in America that we can maintain that fine balance in our civilization that has made this land of ours what it is.

I want to see vacuum cleaners, electric refrigeration, running water and all other conveniences, not in 10 or 15 per cent of our homes, but in the majority of the homes in the open country. When this happens, billions will flow into industry and benefit those in every walk of life.

Let us allow no class to grow in America. I have no sympathy with the philosopher who says there is conflict between the man on the boulevard and the man in the furrow. Our progress and our prosperity depend not on conflict but in concord. It is possible to maintain the highest type of rural civilization along with this wonderful national civilization that we are building. We will do it, not by destructive notions, but by constructive effort. The program requires brain work; it requires some prayer; it requires some organization.

In conclusion, I am here to say to you, my friends of major industries, that from the farm will come not only all the food and all the fiber and most of the shelter essential for the civilization of tomorrow, but from the farm will come its share of the leadership and the sacrifice and the devotion essential to perpetuate the institutions in this land we love.

CHAIRMAN MAYER: May I, in closing, express the sincerest thanks of this Conference to the speakers who have given us so generously of their



FARMER'S ANCIENT CHAMPION
L. J. Taber, Master of the National
Grange, speaker at Conference of Major
Industries.

time and thought. May they feel repaid by the keen interest which has been manifested in their words and by the distinction of the academic surroundings in which they have appeared.

(The meeting adjourned at three-fifty o'clock.)

The Annual Dinner

The Dinner to Leaders in Education and Industry, concluding the Seventh Conference of Major Industries, was everything its title implies.

The gests of honor were leaders in education and industry. There were 53 of them and they were all present to answer to their names. There were 11 leading college presidents or deans, 6 presidents of great railroad systems, 18 industrial leaders, 9 great merchandising executives, 4 of the most famous newspaper publishers of the country, and 2 outstanding farm leaders in this distinguished group that occupied a special table of honor.

In addition there was a speakers' table at which were seated the cnairman and speakers, presidents of sponsoring organizations, trustees of the University of Chicago, directors of the Institute of American Meat Packers, Chicago Association of Commerce, Commercial Club and Industrial Club, which cooperated with the Institute and the University in the Conference. In this group were more college presidents, railroad and industrial executives and merchandising leaders to add to the roster above.

Altogether, it was one of the most the same world with the wooden plow, important and significant events of its America's modern turbines generate the

kind ever given in Chicago or in the United States. That was the considered opinion of competent judges at the end of the evening, after they had witnessed the presentation of the guests of honor and listened to the two outstanding addresses.

The proceedings are here reported in detail, so that they may go into the permanent record along with the events of preceding years.

The dinner session was called to order by F. S. Snyder, Chairman of the Board of the Institute of American Meat Packers.

CHAIRMAN SNYDER: In introducing the first guest speaker of the evening I want to say a word relating to history and my own acquaintance with him. It so happened that I went to Washington during the war, as did so many others, to give service. At that time I found your next speaker had preceded me and was already actively engaged in the governmental service in association with the then Food Administrator, the present President of the United States.

I learned to my great interest that he was not only at that moment known as the leading exporter of grain in the United States, but that he was taking over very important responsibilities in the food administration. When I learned later that he liquidated his own business, the largest of that type in the country, to give undivided service to the business of the country, my admiration for him moved rapidly upward.

Since that time he has devoted a very high percentage of his time to the public service, national and international. It is my very great privilege to introduce him to you Julius H. Barnes, Chairman of the Board of the Chamber of Commerce of the United States.

A Remedy For Surpluses

By Julius H. Barnes.

I do not need to say to an audience of industry leaders that the administration of business today is carried on in an atmosphere of perplexity of problems that appear at times almost insurmountable. It is a time for public utterance on a question which affects so many homes to strip itself of pretense, of politics, of partisanship.

The highest ideals in government service, the most reasoned, profound, restrained business conviction is applied to these problems of today.

Living in America is no longer, solely the simple requirements of food, shelter and clothing. In America and many other lands it has assumed that complex and intricate character typified by the telephone, the automobile and the radio. There never has been in history such a disparity in contrast in the same world and the same day. A single leap of an aeroplane today separates living standards that are 20 centuries apart.

America's most congested boulevards are spread by the miracle of the radio to the hearers along dusty paths trod by unshod feet. America's farms, with the modern harvester combine work in the same world with the wooden plow. America's modern turbines generate the

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energy of modern industry in the same world with the creaking wooden wheels of the far East. America's great army of modern, educated youth is on the same world and in the same day as others in the darkness and hopelessness of other lands. America's homes—warm, clean, secure in public order contrast sharply with the homes of primitive families in the far corners of the world.

Field of Opportunity is Wide.

On the one hand is decent living used to the vacuum cleaner, refrigerator, automobile, radio and a thousand other things in daily use. On the other are living standards which grasp eagerly for a pittance. Is it any wonder that with such contrasts in the same world and in the same day, there should be a great ferment, a great moving and a reaching by races toward those in the fortunate area above them. There is little in common between these disparities of living standards, except that deathless aspriation of man to own, to enjoy, to use, to advance.

This great welter of contrasting living standards is the promise of the future. What wonder if up and down that scale there are more conflicts and problems than ever before, in view of the new agencies that span the earth and the seas at a speed and a readiness which has never before existed. What wonder that in the protection of living standards menaced by those beneath, there should be confusion and fear and error and misjudgment. Never were there such a field of exploration. Never have agencies and implements been put in human service by the advance of science.

History and psychology should teach us that, the 16 hundred million humans between these disparities of scales will advance, fast or slow, along the trail which America has blazed. We know, if we study history, that wants will expand, that possession and wealth will increase and that trade will grow with orderly employment and increased earning power. The use of hours now idle will expand earning power and swell the aggregate of trade along the currents of the world. More goods created will seep, by their very pressure, into more and more homes.

Good Government Necessary.

Health, sanitation, education, culture and refinement will come from the earnings of orderly, helpful industry. These forces will be set in motion by the urge of individual gain. They will seek those fields in which there is the freest play for human ambition. And those fields will be those in which there are three basic requirements most in evidence; indeed the whole status of a people may be calculated from the degree with which they possess these three things: First, natural resources from which things of use are made; second, habits of industry to convert those things into use; and third, stable and sound government under which these forces can operate.

As to natural resources, nature has bestowed these on every land in some degree; as to the second, it is fortunate that the universal human impulse is for orderly employment. The effectiveness of human labor is, of course, greatly aided by education and training and by adaption to the use of machines and



INGRAINED BUSINESS

Julius H. Barnes, chairman of the board of the United States Chamber of Commerce, a banquet speaker.

power aids. Stable and sound government must be the product of education in self-restraint and self-government. It is slower to come. The great credits required in the conduct of modern industry can not be had except under the authority of stable and sound government.

Last fall America was faced with the dislocation of its great industrial and financial machine. It seemed as if the shock of falling security values could be offset by a better knowledge of actual facts and their dissemination through responsible sources. That was the theory on which the Business Survey Conference adjusted itself. It operated on the theory that we are a reasonable, educated people and that, if informed of actual facts, business judgment would conduct industry intelligently, and the orderly, every-day habits of our people could be preserved.

Commodity Price Levels Fall.

Since last December, there has been a fall of commodity price levels throughout the world. Today price levels of major raw materials, which last December were pronounced not inflated, are less than half those of last year. That this price fall has undermined the buying power of whole peoples is not the entire story.

Every phase of business—production, manufacturing and distribution—has material on hand. If price recessions are general enough and continue long enough resources are undermined, credits drained, and initiative stifled. This is what has taken place, apparently, throughout the world.

It may be said this fall in commodity prices was inevitable because of burdensome surpluses in so many lines. We have faced surpluses in single lines or single groups of commodities, but never before had the surpluses of so many of the basic materials of industry. When one looks for the reason, we are struck

with the fact that we must pronounce judgment against government policies, which, while they were meant to be helpful in the beginning, carried within themselves the seed of their own destruction.

There occured this year the surpluses stimulated by price regulation of coffee, rubber, of silk, and sugar. We had government interference with nitrate prices in Chile, camphor in Japan, currants in Greece, and sulphur in Italy. We have the new story, not yet written, interference with wheat and cotton markets.

Result of Silver Price Drop.

But if this were not enough to destroy the buying power of people and stifle the initiative of trade agencies throughout the world, there was the fatal mistake of treating silver as a commodity. The resources, capital and credit of more than half of the population of the world is represented by silver. Silver had been a standard money of the world for twenty centuries. It was attempted to place it on the market as a commodity, without considering the effect on a thousand millions of people. The price of silver has dropped from \$1.45 an ounce some few years ago to \$0.35 today. This price drop could not but harm the business structure of the world.

The average man will take his losses and pay the prices which errors of judgment in the free play of forces in the world of trade inflict upon him. But he will resent and resist the imposition upon him of prices named by governmental and national bodies. The world has embarked on a campaign of reprisal, resentment and antagonism against government interference in business. This is destructive.

We have in our country and in Canada the distress of 70c wheat. There are also constantly advancing tariffs in the wheat importing countries of Germany, France and Italy. These high tariffs have destroyed the incentive for economical production at home and have inflicted distress upon the productive areas of the new hemisphere, with no good to either side and but injury to both.

Tariff Wars Should End.

If we permit this tariff war to continue, we will continue to have distress, unsettlement and economic disorder. Somewhere, some time, under some leadership, we must get back to fundamental economic principles. The welfare of all peoples rises in proportion to the increase of trade flow at home and throughout the world. Every obstacle to the growth of that trade is a social injury that will be resented.

After this dismal picture of depressing surpluses, what then? If the 350,000,000 people of Europe would set the same table as is common in the homes of America today and equip their houses with the same electrical appliances, there would be absorbed all of our surpluses of wheat, corn, wool, meats, copper, nitrates, zinc and silver that are depressing trade today.

To say that a people, which having once written a record of what man may aspire to own and use under the working of an economic system, will surrender those standards is to run counter to all we know of human resource-

fullness, fullness, tenacity and persistence. Sooner or later the currents of trade

will change.

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We know that sooner or later we will have such team work between business and government as will bridge these obstacles to trade and that business conviction, expressed without color of self-interest, will be listened to and re-Government, entrusted with spected. the welfare of its people, will realize that it must study and observe economic law. Governments today are unstable because of the economic distress which flows from a violation or a displacement of a new and complex ma-chinery of trade and industry.

Employment Gain Large.

Among orderly people accustomed to self-government, change is made by the orderly ballot. In countries less disciplined or schooled, or where people have a keener sense of injury and injustice, change is made by revolution.

Our living standards, if they could be spread throughout the world, would lift all surpluses. They are the inspira-tion to urge us to hold our place in the world until it can catch up with us. They are precious things to treasure, to understand, to preserve. They are the reason why America has absorbed in industry ten million more workers than there were nine years ago.

It is proper to care for the unemployed, to consider their individual distress, to set up team work between government and industry and encourage all of the agencies which can lighten distress, but it is well to remember that industry has absorbed in this decade ten million additional wage earners and is using them today.

That is the reason why our retail trade has risen in ten years from twenty billion to sixty billion dollars. It explains why twenty million telephones, twenty-five million automobiles, sixty million electrical appliances are in use. But more than that it is the basis for the very warm and human fact that the death rate of today, compared to twenty years ago, had dropped six hundred thousand. These are the things which give inspiration to a great effort at team play, that individual distress shall not be the basis for introducing, undermining social theories. With the resourcefulness that is inherent in American character we shall see to it that no man honestly desiring work shall suffer from cold and hunger and that industry's shall not onward march obstructed.

CHAIRMAN SNYDER: Most of you are aware of the close relationship existing between the educational and research work of the Institute of American Meat Packers, formed in co-operation with the University of Chi-It was inaugurated some years ago; it is continuing and increasing under the vigorous leadership of the President of that University. We are placing a further burden

We are placing a further burden upon him tonight. We know that you would be quite dissatisfied unless you would be given the opportunity of meeting our distinguished guests this evening, so we are placing upon Presi-dent Hutchins the burden of presenting these honored guests to you, and this function he will now perform.

MR. ROBERT MAYNARD HUTCH-INS: Mr. Toastmaster, Ladies and Gentlemen: Before I begin my speech on the needs of the University of Chicago (laughter), I should like to say that the object of this dinner is to restore business confidence. This object we expect to attain in two ways:

First, the announcement that every one of you had \$10 with which to get into this dinner is expected to have an electrical effect on the country as a whole. (Laughter) There have been grave doubts as to whether some of you, whom I knew personally, had \$10, or whether you would spend it if you had. (Laughter) We are delighted, and I am sure the country will be delighted, to see you all here making this valiant effort in the cause of unemployment. (Laughter)

In the second place, we hope to re store business confidence on this oc-casion by showing you the peaceful and contented faces of captains of industry and captains of finance. The university presidents are included, of course, in this latter class. (Laughter)

Are these gentlemen downhearted? Certainly, not! Look at them! They radiate energy, intelligence, beauty, goodness, virtue, courage, independence, wealth, power and loving kindness.

But more than all, they radiate good cheer.

No one who gazes upon them for a moment can imagine that anything is wrong with them or wrong with Amer-

What you take for sadness in some of them is merely the puritan austerity of their characters. (Laughter) What you think is depression in others is merely awe at the solemnity of this occasion. (Laughter)

As a matter of fact, they are all full of enthusiasm and hope, and if they aren't, they won't be allowed to say so. (Laughter)

By trying to explain before you this great panorama of culture and achieve-

Guests of Honor at Dinner to Leaders in **Education and Industry**

The Speakers' Table was constituted chiefly of the Chairman and Speakers, the Presidents of the Sponsoring Organizations, the Board of Trustees of The University of Chicago and the Executive Committee of the Institute of American Meat Packers, the Directors of The Chicago Association of Commerce, the Executive Committee of The Commercial Club of Chicago, and the Officers and Directors of The Industrial Club of Chicago.

C. F. CURTISS, Dean of Agriculture, Iowa State College of Agriculture and Mechanic Arts.

L. J. TABER, Master, The National C. E. HUFF, President, Farmers' Union.

RUDOLPH SPRECKELS, President, Spreckels Sugar Corporation. ROBERT S. SHAW, President, Michan State College of Agriculture and

Applied Sciences M. H. AYLESWORTH, President, The National Broadcasting Company. ADOLPH ZUKOR, President, Para-

mount-Publix Corporation

RAYMOND M. HUGHES, President, owa State College of Agriculture and

RAYMOND M. HUGHES. Freehalm.
Iowa State College of Agriculture and
Mechanic Arts.
COLBY M. CHESTER, jr., President
General Foods Corporation.

B. G. DAWES, Chairman of the Board, Pure Oil Company. EDWARD G. SEUBERT, P. Standard Oil Company (Indiana). President

R. C. HOLMES, President, The Texas

ARTHUR REYNOLDS, Chairman of the Board, Continental Illinois Bank and Trust Company.

STRATTON D. BR University of Missouri. BROOKS, President,

H. A. SCANDRETT, President, Chicago, Milwaukee, St. Paul & Pacific Railroad. JAMES E. GORMAN, President, Cago, Rock Island & Pacific Railroad. Chi-

RALPH BUDD, President, Great North-

CARL R. GRAY, President, Union Pacific System.

L. A. DOV tral System. DOWNS, President, Illinois Cen-

W. B. STOREY, President, Atchison, Topeka & Santa Fe Railway. P. E. CROWLEY, President, New York Central Railroad.

HARRY WOODBURN CHASE, President, University of Illinois. WILLIAM ALLEN WHITE, Owner and

Editor, Emporia Daily and Weekly Gazette.

WALTER A. STRONG, President, The Chicago Daily News Company.

ARTHUR CAPPER, Publisher, Capper

ADOLPH S. OCHS, Publisher, The New

E. E. BROWN, Chancellor, New York

JULIUS ROSENWALD, Chairman the Board, Sears, Roebuck & Company SILAS H. STRAWN, Chairman of the Board, Montgomery Ward & Company.

R. E. WOOD, President, Sears, Roebuck & Company.

GEORGE B. EVERITT, Montgomery Ward & Company. President.

E. C. SAMS, President, J. C. Penney

JAMES SIMPSON, Chairman of the Board, Marshall Field & Company, MARK W. CRESAP, Chairman of the Board, Hart, Schaffner & Marx.

EDWARD C. ELLIOTT, President, Purdue University.

due University.

SAMUEL INSULL, Chairman, Commonwealth Edison Company.

MATTHEW S. SLOAN, President, New York Edison Company.

A. W. ROBERTSON, Chairman of the Board, Westinghouse Electric & Manufacturing Company.

WALTER A. JESSUP, President, University of Iowa.
WALTER P. CHRYSLER, Chairman of the Board and President, Chrysler Motor

ERSKINE, President, Studebaker A. R.

A. R. ERSKINE, President, Studebaker Corporation. C. W. NASH, President, The Nash Motors Company. WILLIAM LOWE BRYAN, President, Indiana University.

GEORGE M. VERITY, Chairman, American Rolling Mill Company.

GEORGE E. SCOTT, President, Amer-

GEORGE E. SCOTT, President, American Steel Foundries.
CHARLES S. PEARCE, President, Colgate-Palmolive-Peet Company.
HARVEY S. FIRESTONE, jr., Vice-President, Firestone Tire & Rubber Com-

pany.

ERNEST R. GRAHAM, Graham, Anderson, Probst & White.

FRANK D. FACKENTHAL, Secretary, Columbia University.

VINCENT BENDIX, President, Bendix Aviation Corporation.

Aviation Corporation.

W. B. MAYO, Head of the Aircraft
Division, Ford Motor Company.

CHARLES E. THOMPSON, President,
Thompson Products Company.

H. W. MUMFORD, Dean, College of
Agriculture, University of Illinois.

ment, we trust we shall restore business confidence, we hope we shall bring business and education closer together.

This is important for education. You have no idea how important it is: that is, unless you have been trying these days to raise money for a university. And, yet, we have a vague notion that a closer relation between education and industry may be some good to industry, as well.

in the present crisis we could only succeed by mobilizing all the resources of our country-industrial, financial, and intellectual. The gentlemen who are to be presented to you dramatize that mobilization. They show, in a fashion at once beautiful and compelling, the essential unity of education in attacking the problems that confront the nation.

With your permission, then, I shall proceed to present the characters in the world premier of that great pantomime — education and industry — or, "yes, we have no depression." (Laughter)

The first of these gentlemen is H. W. Mumford, professor at the University of Illinois for thirty years, and now Dean of its great Agricultural College. (Applause)

The second is C. F. Curtiss, dean of Agriculture of the Iowa State College of Agriculture and Mechanic Arts, one of the most foremost authorities on agricultural education, who has also achieved fame as a breeder of fine livestock. (Applause)

Louis J. Taber. I present to you the leader of the embattled farmers, who is master of The National Grange that has steadily fought to advance the in-American agriculture. terests of (Applause)

C. E. Huff, a minister who has learned better, and is now president of the Farmers' National Grain Corporation. (Applause)

Charles E. Thompson, president of the Thompson Products Co., which makes the valves that make the air-planes go. (Applause)

Rudolph Spreckels, native of California and citizen of two coasts, a banker and an industrialist, president of the Spreckels Sugar Corporation, who has never flinched before a bitter civic struggle or a complex business prob-(Applause)

W. B. Mayo, head of the Aircraft Division, Ford Motor Company, who spent forty-five years manufacturing steam engines, then automobiles, then finally airplanes. (Applause)

Robert S. Shaw, who is President of the Michigan Agricultural College, 18 performing notable service to his state, to education, and to agriculture. (Applause)

Vincent Bendix, producer of a self-starter used on 30,000,000 cars, pioneer in aviation, who through his research organization is contributing every day to our knowledge of aeronautics. (Ap-

Merlin H. Aylesworth. It took five universities to complete his education, which he now distributes over the air as President of the National Broadcasting Company. (Applause)

Frank D. Fackenthal, who represents Columbia University and its president. Since 1910 he has served his alma mater as secretary, and is today the

guide, counselor, and friend of the whole university. (Applause)

Adolph Zukor, motion picture pro-ducer, president of Paramount-Puolix Corporation. Emigrating to this country at the age of sixteen, he has been steadily associated with the growth of the motion picture industry, to which he has made pioneering contributions of major importance. (Applause)

Ernest R. Graham, noted architect, whose works adorn almost every metropolis in America, and who is principally responsible for the appearance of Chicago. (Applause)

Raymond M. Hughes, a graduate of Miami and later its president, a native of lowa, and now the guiding spirit of its great State College of Agricul-ture and Mechanic Arts. (Applause)

Harvey S. Firestone, jr., worthy son of a distinguished father and the white hope of the rubber business. (Applause)

Colby M. Chester, graduate of Yale, major in the infantry during the war, and now president of the General Foods Corporation. (Applause)

Charles S. Pearce, president of Colgate, Palmolive, Peet Co., a great industrialist, not the least of whose contributions has been that schoolgirl com-(Applause)

Benjamin G. Dawes, chairman of the Board, The Pure Oil Company, founder of the great arboretum in Ohio that will be reckoned the outstanding achievement of a life of accomplishment. (Applause)

George E. Scott, president of the American Steel Foundries, who is finding time to spread the gospel of the Izaac Walton League, a great contemporary movement in conservation. (Ap-

Edward G. Seubert, president of the Standard Oil Company of Indiana. He started his business career at the age of fifteen with the company he now heads. His rise in Standard may be described thus: Clerk, auditor, assistant secretary, assistant treasurer, director, secretary, treasurer, vice president, and, since 1927, president of

president, and, since 1927, president of the company. (Applause) George M. Verity, who, after forty years in the steel business, manages the American Rolling Mill Company with the vigor of youth. (Applause) Ralph C. Holmes, distinguished head

of one of the greatest oil companies,

of one of the greatest on companies, the Texas Company. (Applause) William Lowe Bryan, President of Indiana University since 1920, who has by intensive effort expanded the facilities of his institution; a student, administrator and leader in the field of

education. (Applause)
Arthur M. Reynolds, chairman of the board of the Continental Illinois Bank, a country banker who has grown with the country and then some. (Applause) C. W. Nash. This is not "just an-

C. W. Nash. This is not "just another Nash." This is the former president of General Motors, and organizer and president of the Nash Motors Co. (Applause)

Stratton D. Brooks, who, as president of the University of Missouri, has made it one of the great institutions of the Central West. (Applause) (Applause)

Albert Russell Erskine, a retired accountant who now brilliantly presides over Studebaker and Pierce Arrow. (Applause)

H. A. Scandrett, a lawyer, a graduate of the University of Minnesota,

who has spent all of his life in the railroad business and is now president of the Milwaukee Road. (Applause)

Walter P. Chrysler, a manufacturer. (Aprlause and laughter)

James E. Gorman, president, Chicago, Rock Island and Facific Railroad, 67 years a railroad man. (Applause)

Walter A. Jessup, a native of Iowa and now president of its state university who, in the words of a great orator, discharges with ease and skill the severe duties of his high post and is happy in the confidence and affection of the people of the entire state. (Ap-

Ralph Budd, president the Great Northern Railway, who made a notable contribution to the building of the Panama Canal and has devoted 30 years to the development of great transportation projects. (Applause)

A. W. Robertson, chairman of the Board, Westinghouse Electric & Manufacturing Co. He entered upon his business career through the legal profession and now charts the destinies of Westinghouse. He is director of a long list of companies that manufacture products known and used in every industry and every home; at least, Mr. Sloan says so. (Laughter and applause)

Carl R. Gray. Like all of the rail-road Presidents here present, he en-tered the railroad field at the age of 16, rising through the ranks in a dozen successive positions to become president 20 years later of the Union Pacific.

(Applause)
Matthew S. Sloan, an alleged graduate of the Alabama Polytechnic Institute, who started his working career tute, who started his working career
in a so-called public service plant in a
small town in his native state. He has
devoted his business life to the socalled public utilities industry, rising
steadily as engineer and administrator.
He is president of the great unified
lighting and power system of Metropolitan New York, the largest in the
world. (Annlause)

world. (Applause)
L. A. Downs, graduate of Purdue, who has become president of the greatest transportation system in our area, the Illinois Central. (Applause) Samuel Insull, one of Edison's dis-

He proceeded to discover the coveries. public utilities business and is now one of the first citizens of Chicago. (Applause)

W. B. Storey, who, after spending the customary lifetime in transporta-tion, is now the head of one of our

tion, is now the head of one of our greatest railroads, the Atchison, Topeka and Santa Fe. (Applause)

Edward C. Elliott, president of Purdue University, who, in that capacity, in addition to winning the Big Ten championship, has made it one of the most distinguished institutions of the

west. (Applause)
Patrick Crowley, president of the
New York Central Lines. Beating Mr. Gray by two years, he became a rail-road man at 14, filled successively and successfully all of the jobs in the railroad business, and became finally the

head of his company. (Applause)
Mark W. Cresap, chairman of the
Board of Hart, Schaffner & Marx,
whose vision and understanding have
done much to lift this firm to an outstanding position in American industry. (Applause)

Harry W. Chase. All of us interested in education hail his triumphant entrance into Illinois as president of its great state University. He is a gen-tleman and a scholar. (Applause)

James Simpson. He came from Scot land to become the head of Marshall Field & Company and of the Chicago Plan Commission and to assume an important part in every great industrial and cultural enterprise this city has known. (Applause)

William Allen White, known from coast to coast under his pen name, "The Emporia Gazette." (Laughter and applause)

E. C. Sams, president of the J. C. tenney Company, operator of 1,400 tores. (Applause) Penney stores.

Walter A. Strong, president of the Chicago Daily News Company. He entered the newspaper field in Chicago, rising from audit clerk to the position of controlling one of the largest and most important afternoon papers in the world. (Applause)

George B. Everitt, who became, through accountancy and general genius, president of Montgomery Ward & Company. (Applause)

Arthur Capper, native of Kansas, and senator from that state, nationally known publicist, editor and publisher of ten newspapers and magazines, with a circulation of 4,000,000 and a vote almost as large. (Laughter and applause)

Robert E. Wood, soldier, teacher, enineer, merchant, president of Sears, Roebuck & Company. (Applause)

Adolph S. Ochs, owner and publisher of the New York Times. Need I say more? (Applause)

Silas H. Strawn, a leading citizen of Chicago, chairman of the Board of Montgomery Ward, distinguished lawyer, who has to be called in whenthe city needs a guide. (Applause)

Elmer E. Brown, organizer of the Department of Education of the University of California, former Commis-sioner of Education of the United States and now Chancellor of New York

University. (Applause) Julius Rosenwald. (The audience

Julius Rosenwald. (The audience arose and applauded)
CHAIRMAN SNYDER: Mr. Rosenwald appreciates the fact that a description was not only unnecessary but impossible.

CHAIRMAN SNYDER: Some ten or eleven years ago I had the privilege of introducing the brilliant Editor of the Century Magazine to an audience of about this number in the city of Bos-I have the pleasure again of inton. troducing the same man, but now he is the President of the University of Wisconsin, molding the minds of ten thousand students there, and, therefore, remaking, to a degree, the intellectual processes of his entire state. It is a great privilege to present him to you and a great pleasure for me to do so. The President of the University of Wisconsin has a field which few of us can appreciate. It is now an opportunity to see the workings of the mind President Frank. that works there.

General Business Situation

Dr. Glenn Frank.

DR. GLENN FRANK: Mr. Chairman, distinguished guests, ladies and gentlemen: I should have no interest in atending this dinner if it were just a



NO RESPECTER OF PERSONS

President Glenn Frank, of the University of Wisconsin, displayed his famous fearlessness at the banquet.

after-dinner speech. I have grown sick, as I am sure you have, of mere talking for talk's sake, but the objective of this conference of major industries gives it unique significance at this particular juncture in American affairs.

During the day the current situation in eight basic fields of economic enter-prise has been subjected to comprehensive and critical analysis, and tonight we are bringing the day's discussion to focus in a consideration of what the leadership of education and the leadership of industry can do jointly and severally to regularize the economic life of our time.

Along the entire front of Western Hemisphere civilization the forces that have made for the collapse of markets, the retardation of economic enterprise and the unsettlement of mass confidence in current leadership are today challenging the worth and the workability of the entire western economic organization.

On to New Conquests.

And in the midst of this world-wide economic depression, the forces of education and the forces of industry are occupying, perhaps, the most heavily shelled sectors of the world's worst batthe line. We do not know yet what the outcome of this challenge and of this contest will be. The forces of education and the forces of industry may be beaten into panicky retreat; either by the disintegrative forces of revolution or by the integrative forces of dictatorship. The captains of indus-try and the captains of education may rest content with defensive tactics alone, dig themselves more deeply in and do no more than hold their own for some time to come; or, they may evolve a fresh strategy of advance and move forward to new conquests of economic prosperity and of social good.

I am not foolhardy enough to venmatter of making or hearing another ture a prophet's guess among these

three possibilities. I am content to say that I think the third outcome is possible, and that it lies very largely with the leadership of education and the leadership of industry to say whether or not it shall be realized.

The United States is, at the moment, in the midst of the most serious economic crisis in its history. Even with markets tumbling about our ears and with salesmen reluctantly reporting their quotas unfilled, there is, except for the bread lines in our more congested centers, a bright, delusive air of well-being among our people that tends to hide from the average Ameri-can the deeper significance of the depression through which we are passing.

We have known phases of slowing down in which the American people, as a whole, were on a lower level of living standards than they are now, but in its basic character the current depression is unlike and more serious than any depression that has preceded it in the history of economic America. It is not a matter of momentary maladjustment in any one section of the world; it is not a matter of momentary speculative mania, disrupting an other-wise statesmanlike and stable economic program.

There is nothing to be gained by beating about the bush. The entire economic order of the Western world reached an impasse from which only the most clear-headed, creative and courageous educational, industrial and political leadership can extricate it. That this is not the facile generalization of a frightened academician is proved, I think, by four obvious, but all too generally overlooked aspects of this depression, as follows:

World-Wide Depression.

First, the current economic depression is not simply America. It is world wide. I call a partial roll of the areas that are today in varying degrees feeling the impact of one aspect or another of economic depression: the United States, Great Britain, Canada, United States, Great Britain, Canada, India, Australia, Germany, Italy, Sweden, Switzerland, Poland, Czecho-Slovakia, the East Indies, the Netherlands, Mexico, Chile, Peru, Brazil, the Argentine, and so on. We are in the presence, gentlemen, of a world phenomenon, the Americas, Europe, Asia, Africa, and the Antipodes—all stand today as if some subtle spell of economic witchcraft had been put upon them.

Second, the current economic depression is not simply a financial depres It is industrial as well. should today be wrestling with forces of economic retardation even if there had been no black October in the 1929 operations of the stock market. market debacle was but an eddy in a major current of economic tendency. In the United States, significant sections of industry, such as the automobile industry, had been reaping the relatively easy harvest of a first sale or virgin market, and were soon to begin the point at which, by and large, the market was settling down to a matter of replacements and of meeting the new needs created by normal growth of population, save where new inventions and new ingenuity added thereto.

American business and industry were catching up on the postponed building.

and buying that had kept the air electric with enterprise in the immediate post-war decade. Various artificial stimuli to business, such as instalment buying and the mania for annual models in everything but the parish pump, were rounding out their pioneer push and were settling down to a normal space of development. And, throughout the world, the potential energies of the machine age were beginning to feel the irrational restrictions of tariffs and trade policies that had been created by an obsolete political leadership. Tariffs and trade policies that stood and still stand in utter violation of the clear conclusions of common sense and of all of the canons of constructive statesmanship.

The current depression is more than a faux pas of the financiers. It is a kind of judgment day for industrial leadership. We might reform the stock exchange and still the ghost of the current depression would not down, because it sinks its roots in all of the policies and processes of the western economic order.

Agricultural Aspect.

Third, the current depression is not simply financial and industrial in its scope. It is agricultural as well. I need not, I am sure, argue this assertion. Alongside the world-wide industrial depression there is a world-wide agricultural depression, again emphasizing the fact that the phenomenon we are facing goes to the very foundations of the economic order of the west in particular, and of the world in general. The agricultural aspect of the cur-

The agricultural aspect of the current depression strikes with utter impartiality exporting and importing countries alike. Such exporting countries as the United States, Canada and Australia are hit by an agricultural depression due primarily to economic and secondarily to political causes. But such importing countries as Germany and England are hit by an agricultural depression due primarily to political and secondarily to economic causes.

Now for every mouthful of agricultural surplus in every part of the world, there are somewhere in another part of the world under-nourished bodies enough to absorb the surplus, but we seem not to be able to muster a generalship that can lift the peoples of these areas of underconsumption to the level of paying customers and bring the supply into contact with the need. And so, we are compelled to admit a bankruptcy of leadership and shame ourselves by confessing a world-wide agricultural depression that would be unthinkable to a really intelligent race.

Fourth, the current economic depression is not marked by an overproduction of manufactured goods alone. It is marked by an overproduction of raw materials as well. In the last decade or two there has been a staggering increase in the production of raw materials and foodstuffs. From 1909 to 1914 the average world production of sugar was 19,363,000 short tons. By 1929 it had jumped to 29,970,000 tons, or, roughly speaking, a fifty per cent increase.

General Overproduction.

In less than two decades the United States increased its wheat acreage from forty-seven to sixty-one million acres, while Australia and Canada more than doubled theirs. The world had a full

year's supply of coffee on hand when this year's crop was ready to harvest. The world output of tea jumped in four years from 856,000,000 to 945,000,000 pounds. Rubber jumped from fifty-one to sixty-eight million long tons. From 1926 to 1929 the world output of tin jumped from 145,000 to 195,000 metric tons. Lead from 1,606,000 to 1,775,000 metric tons; zinc from 1,245,000 to 1,470,000 metric tons, and copper from 1,485,000 to 1,908,000 metric tons.

Now this expansive output of raw materials is again not a localized matter but a world-wide phenomena. From 1910 to 1914 Australia's average wheat production was 90,497,000 bushels. Only twelve years later it had jumped to 160,762,000 bushels. In 1913 Australia's wool production was 711,500,000 pounds; in 1927 it had jumped to 883,304,000 pounds.

In 1913 Chile's output of copper was a little over 93,000,000 pounds; in 1928 it had jumped to over 528,000,000 pounds, and even in the face of the rapid development of synthethic nitrates in Germany, England and the United States, the output of Chile in nitrates jumped from 2,732,000 metric tons in 1913 to 3,176,000 metric tons in 1928.

Now I take these figures more or less at random, and with no attempt to paint a complete picture, in order to emphasize the fact that the current glut of manufactured goods is not the whole story of the current economic depression. We are face to face, then, if I read the situation aright, with a phase of economic depression that is world-wide in scope, industrial and agricultural in character, and marked by a sluggish surplus alike of manufactured goods and raw materials. But, tonight, I want to do, in the few minutes left, no more than suggest a point of view respecting the industrial phase of the depression in the United States and to say what I think it implies by way of challenge to the leadership of industry and to the leadership of education.

Analysis of Causes.

Now, as the United States swung into the closing months of 1929, our machine order was never more efficient from the point of view of potential productive capacity; but our economic order found itself swamped rather than served by this efficiency of the machine order. You will realize that I am using these terms "machine order" and "economic order" in a more severely separate and limited sense than the technical economist uses them. By the machine order, I mean the whole array of processes by which we make goods and produce wealth; by the economic order, I mean the whole array of policies by which we use goods and distribute wealth.

Now, never was there less defensible excuse for economic depression than in the closing months of 1929. There was no shortage of money, there was no shortage of basic resources, there was no lack of willing hands to work, there was no lack of productive efficiency, there was no plague-like adversity of wind or weather, there was no insect pest either nation-wide in its ravages or seriously out of hand. There was no invader hammering at our gates to terrify our spirits and disrupt the normal processes of our enterprise.

On the contrary, there was an ample money supply, there was a surplus of nearly all basic resources. There were millions of workers ready to work. The productive efficiency of the nation was such that the needs of its people and far more besides could have been easily supplied with far shorter working days and far shorter working weeks. At no moment in human history had a people found itself in possession of so nearly all the material essentials for a great and growing civilization.

It was at such a moment that the United States found the shadow of a serious economic depression falling athwart its life. At the very moment when the market collapsed and economic retardation befell, the United States was basically at the point toward which the dreams of prophets and seers had pointed through the centuries.

The Utopian United States.

As we reread the literature of Utopian thought and list the things that the social seers with striking unanimity set down as the elementary requirements of an ideal society, we find that the United States was in position to provide them all in the closing months of 1929.

It had invented machines enough to emancipate its people from drudgery. It had achieved a productive efficiency that made possible the production of everything its people needed, without their slaving from dawn till dark; the leisure in which to love and laugh and adventure among things of the mind and spirit was within the nation's grasp. And yet just when we had reached the point at which emancipation from drudgery, the capacity to produce all the essentials of material well-being without the slavery of inhuman hours, and just when the potential achievement of prosperity and leisure for all were at hand, we found ourselves victimized by the financial debauche, an economic recession and a vast social unsettlement in which men walked hungry in the midst of plenty.

What must the gods have thought as they watched this tragi-comedy? I do not want to join the over-sympathizers and bring a false clarity to a situation that is admittedly complex. The cause of the economic situation cannot be captured in a phrase or its cure distilled in an epigram.

One thing I think is sun clear, and that is this: The leadership that had developed our policies for using goods and for distributing wealth had proved inferior to the leadership that had developed our processes for making goods and producing wealth. We cannot, of course, tear the machine order and the economic order apart in our thinking; they are too intimately interlocked. But in the deepest sense, I think it is accurate to say that the current depression is, in essence, an indictment, not of the machine order but of the economic order.

Machine vs. Economic Order.

Now let me translate with the utmost brevity these abstract observations into concrete terms. It is by now a threadbare platitude, even if a rather young platitude, to say that our machine economy is in trouble today because our capacity to purchase has not

kept pace with our capacity to produce. rollowing the war some of the more far-sighted leaders of American busi-ness and American industry adopted a new credo that said a stable and widely distributed prosperity and a healthy profitable industrial development required high wages, short hours and low prices. This ran contrary to the naive business thinking of earlier gen-erations that thought low wages, long hours and high prices made for maximum profit. But outstanding industries throughout the United States during the last dozen years have proved by their balance sheets that high wages, short hours and low prices were not only good for the masses, but good for the manufacturers. And we are, if I read this situation aright, in the grip of depression now, not because we followed this new credo of business, but because we did not follow it generally enough or apply it far enough.

The simple fact is that a machine

economy, whatever may be said of a pre-machine economy, must, along with the making of commodities, see to it that the consuming millions have money with which to buy and leisure in which to enjoy the products the machine economy creates. And that means, gentlemen, higher wages than we have yet paid, shorter hours than we have yet set, and lower prices than we have yet fixed.

Balance Produce and Consumption.

Our machine economy is today sinking us in a sea of surplus production that we have not yet proved statesmanlike enough to use to the advantage of ourselves and of the world. Personally I decline to join the observers who insist that we are producing too many or too much goods. There are 120,000,-000 of us in this nation, and as a peo-ple we have far from satisfied the legitimate demands of a healthy and civilized people.

There is a whole world outside our frontiers in which millions upon millions of men and women are living far below the consumer level we have known and the level that health and civilized values dictate. If we are at all sensitive to the physical and spiritual needs of humanity, for us to say that we are now, or shall be for generations to come, at a point where humanity is surfeited with goods and services it does not need for better living and more civilized living, is to me incredible to consider seriously. But that we are producing more goods than the consuming millions are able now to purchase is obvious.

Production and consumption, again a platitude, are seriously out of balance, and of course, there are two obvious ways to deal with this disturbed balance between production and consump-We can slow down production by deliberate policy, or we can speed up consumption by deliberate policy.

I shall not attempt to discuss my conviction that for us now to throw the brakes on our productive capacity would be a coward's policy and a social re-treat. We have evolved a machine economy that can, if we will but bring far-sighted statesmanlike direction to emancipate the race from drudgery, lift the standard of physical well-being throughout the world and give mankind at least leisure in which to develop values that lie beyond economics. But the machine economy will never do these things unless and until the leadership of industry sees to it that a larger share of the national income is shifted into the pockets of the con-sumer, and until the margin of leisure for the millions is markedly increased. And if and when the leadership of industry assumes as one of its major duties increasing alike the income and the leisure of the millions, it will dis-cover that as a by-product of this statesmanlike social ministry it has

made greater profits than ever before in its history.

A simple and single challenge lies coiled at the heart of this depression. will the leadership of industry prove as capable in producing civilized con-sumption as it has proved itself capable in producing consumable commodities?

Basic Policy for Capital and Labor.

Unless it does, industrial leadership, in my judgment, must resign itself to the certainty that our machine economy will slump into chronic depression and ultimately collapse. The logic of events is at last proving that the basic policies that will prove best for capital are the policies that will prove best for labor and vice versa.

It is at least evident that it is to the best interests of business that a larger share of the national income shall find its way into the hands of the masses who buy consumable commodities. It is obviously self-defeating for business to get itself into the position to produce vast quantities of goods, unless, at the same time, it sees to it that there are vast masses of potential consumers ready with money to buy and leisure in which to use the goods that business produces.

In the entire history of business-America, every general reduction of hours and every rise in wages, however bitterly fought by business and in-dustrial leadership at the time, has been followed by a fresh accession of business activity and general prosperity.

It is one of the ironies of history that the very things for which labor and liberalism have pleaded through the generations, on the ground of sim-ple social justice, namely, high wages, short hours, low prices, are now seen to be the only things that, in the in-terest of solvency of capitalism, keep our industrial order a going concern. The same thing has happened in the field of industrial leadership. In the

Those Seated at the Speakers' Table at the Annual Dinner

W. G. PRESTON, Assistant to the President, The University of Chicago. A. T. ROHE, Honorary Member, Insti-tute of American Meat Packers.

HOMER W. BANG, Director, The Chiago Association of Commerce.

JAY E. DECKER, Director, Institute of American Meat Packers.

J. M. STIFLER, Trustee, The University of Chicago.

GEORGE A. SCHMIDT, Vice-Chairman, Institute of American Meat Packers.

AUSTIN J. LINDSTROM, Director, The Chicago Association of Commerce.

JOSEPH K. BRITTAIN, Director, The Chicago Association of Commerce,

FRANK A. HUNTER, Director, Insti-tute of American Meat Packers. C. F. AXELSON, Trustee, The University of Chicago.

JOHN F. GILCHRIST, Director, The Chicago Association of Commerce.

CHARLES E. HERRICK, Director, Institute of American Meat Packers.

HENRY M. DAWES, Director, The Chi-

JOHN W. RATH, Director, Institute of American Meat Packers. CLIFFORD W. BARNES, Director, The

Chicago Association of Commerce. P. D. ARMOUR, First Vice-President, Armour and Company.

EARLE H. REYNOLDS, Director, The Chicago Association of Commerce.

JOHN R. KINGHAN, Director, Institute of American Meat Packers.

FREDERIC C. WOODWARD, Vice-Chairman and Dean of Faculties, The University of Chicago.

F. EDSON WHITE, Director, Institute American Meat Packers.

CYRUS S. EATON, Trustee, The University of Chicago.

HAROLD H. SWIFT, President of the oard of Trustees, The University of Board of Chicago.

FRED W. SARGENT, President, The Commercial Club of Chicago.

ROBERT M. HUTCHINS, President, The University of Chicago.

JULIUS H. BARNES, Chairman of the loard, Chamber of Commerce of the Board, Chamber of Com-United States of America.

F. S. SNYDER, Chairman of the Board, Institute of American Meat Packers.

GLENN FRANK, President, University Wisconsin.

WM. WHITFIELD WOODS, President, Institute of American Meat Packers.

ROB'T ISHAM RANDOLPH, President, The Chicago Association of Commerce

ELMER T. STEVENS, President, The Industrial Club of Chicago. E. A. CUDAHY, jr., Vice-Chairman, Institute of American Meat Packers,

E. M. STEVENS, Trustee, The University of Chicago.

G. F. SWIFT, Direct American Meat Packers. Director, Institute of

FRANK McNAIR, Trustee, The University of Chicago.

LLOYD R. STEERE, Vice-President and Business Manager, The University of Chi-

DR. JOHN R. MOHLER, Chief, U. S. Bureau of Animal Industry.

OSCAR G. MAYER, Director, Institute American Meat Packers. of LOUIS WILEY, Business Manager, New

York Times.

A. W. SHERER, Trustee, The University of Chicago; Director, The Chicago Association of Commerce. CHESTER G. NEWCOMB, Vice-Chairman, Institute of American Meat Packers.

E. T. FILBEY, Assistant to the President, The University of Chicago.

JOHN A. HOLABIRD, Executive Comittee, The Commercial Club of Chicago. FRANK M. FIROR, Director, Institute of American Meat Packers.

SEWELL AVERY, Trustee, The University of Chicago.

W. F. SCHLUDERBERG, Director, Institute of American Meat Packers.

FRANK A. MITCHELL, Director, The Chicago Association of Commerce. L. E. DENNIG, Director, Institute of American Meat Packers.

JOHN S. BROEKSMIT, Treasurer, The Industrial Club of Chicago.

R. T. KEEFE, Direct American Meat Packers. Director, Institute of

ROBERT C. ROSS, Director, The Chicago Association of Commerce.

LOUIS W. KAHN, Director, Institute American Meat Packers.

field of education we have witnessed the failure of the specialist in a situation that only the generalist could meet. In industry, we have witnessed an amazing success of the machine order turned into defeat by a failure of the economic order. These two are intimately interlocked.

Need for a Definite Plan.

Our universities must become again educational institutions, as training schools for specialists.

Now, may I close by saying that the burden of what I have tried to say tonight is that the planlessness of our past, the general planlessness (you can survey any section of economic America and find that it has been managed admirably) has produced the current depression.

Now, if we permit the present to be planless, if we permit it to be domi-nated by hastily improvised policies to

jack up morale or hastily improvise protests to provide stump speech copy for the next campaign, we shall find ourselves, tomorrow, citizens of a fearridden future in which we shall be dragged at the heels of forces and fears over which we shall be able to exert no more control than we exerted over the forces that brought about the market explosion in the fall of 1929.

I do not believe that that fear-ridden and uncontrolled future need be. believe that there is genius enough in America to evolve and to execute politi-cal and economic policies that will give us a future in point of material well being and social enrichment that will far outstrip the very real, if somewhat spotty, prosperity of the last de-

If America does not realize this finer and more fruitful future, and begin her realization of it with decent promptness, it will be because either at the top we suffer a breakdown of industrial, political and educational leadership, or be-cause at the bottom the people in a moment of leaderless confusion fanatically follow some false prophet from either the ultra-reactionary or the ultra-radical camp. It will not be because the cards of destiny are stacked against you. They are not, every card in the deck is in our hands. It is a matter of playing them expertly.

CHAIRMAN SNYDER: Before closing this Conference our guest artists will favor us with a duet.

Yvonne Gall, leading soprano of the Paris Grand Opera, the Opera Comique and Ravinia, and Edward Johnson, the well known Canadian tenor, then sang a duet which was most enthusiastically

(The Conference adjourned at eleven o'clock.)

Exhibits Visualize Improved Methods

of packers' supplies and equipment filled two exhibition rooms of the Drake Hotel during the five days of sectional meetings and general convention sessions. When packers were not discussing problems and solutions thereto in formal convention they were studying the essentials of new equipment for processing and merchandising meat products.

With meat merchandising undergoing revolutionary changes such items as equipment for packaging, wrapping, distribution, improved mechanical changes for decreasing costs of production and labor, speeding up production and greater sanitation all these came into prominence in the exhibition halls. Veteran packers, gratified at the interest shown in exhibits, said that the exhibition was the largest, best and most attractive in convention history.

Manufacturers of equipment and supplies are evidencing a farsighted viewpoint in practically anticipating trends in the industry and making sure that packers and processors are provided with everything necessary to place an attractive appealing product on the market.

They are attempting to find out, just as the producers in the industry are, what the consumer is demanding and are making a definite contribution toward its production.

New and improved equipment to reduce the cost of production of pork and beef products has been designed for use in major packinghouse operations. In the

A bigger and better exhibition manufacture of sausage and packers' supplies and equip-cooked meat specialties, spices ent filled two exhibition rooms of the finest flavor and purity are offered in different forms to insure as fine a production as this part of the raw material supplies can make. Sausage equipment designed to handle the meat so as to send it to the ultimate consumer with as much of its original meat flavor is being improved upon at all times.

Wrappings and packaging materials with a strong "consumer appeal" are offered in many shapes, styles and colors. Attractive refrigerator cases, representing the last word in design and operation are offered for the use of the retail distributor to guarantee either the fresh or the frozen meat or meat product reaching the consumer in just as good condition as when it left the packing plant.

Servicing the Packer

These are only a few of the things the industries servicing the meat packer are doing to aid in the profitable sale of his product. The exhibits at the convention just ended told their own story of this desire to meet and even anticipate the needs of the meat packing industry which must market its product to a discriminating trade in a changing

The Allbright Nell Company, Chicago This exhibit was very attractive and the model of the Anco rotary smoke house drew particular attention. The display also showed the new Anco bacon slicer, the Dunseth cutter, the Harrington line of lard-filling machines and the Anco tripe washer. Some one of ning snout puller was the feature of

the engineers of the sales staff were on hand at all times to explain in detail these improved devices for the packing plant. In attendance were W. B. Allbright, Norman J. Allbright, John Allbright, Dr. A. O. Lundell, Norman Handlan, E. D. Skinner, A. E. Kaeslin, K. D. Kubaugh, Joe Mellon, W. A. Broughton and C. E. Genung.

The Automatic Linker, Inc., New York-The latest improved type of automatic linker was on display, showing the monel metal top conveying table. A demonstration of how the machine operates was handled by Mr. Henry Cohn, president of the company. A large number of photographs of installations in various plants throughout the country were on display, in addition to frankfurts and pork sausage linked on this type of machine at the plant of the Mutual Sausage Company, Chicago. Merritt G. Perkins, a prominent banker and industrial leader in New York and New Jersey, is treasurer of the com-

Fred C. Cahn, Inc., Chicago-The feature of this exhibit was a new metal smoke stick, which it is said eliminates all possibilities of white spots after smoking. The metal stick, being a conductor of heat, permits the smoking of the entire frankfurter. The smoke sticks were properly arranged on a cage and frankfurts were hung on the sticks to show how this excellent result is recured. The square meat smoker, one of Mr. Cahn's contributions to the packing industry last year, was on display in a new and improved form, and in addition various kinds of stockinette bags and ham bands, which were the original lines. Mr. Cahn was assisted by Robert

The Cincinnati Butchers' Supply Co., Cincinnati and Chicago-The prize-winthis exhibit. It is the invention of J. J. Dolzer, of Schenk and Sons, Wheeling, W. Va., and had an unusual appeal to the practical men of other plants. The new device was explained thoroughly. It offers considerable saving in this branch of manufacturing. A No. 61 improved grinder and a No. 70 Boss silent cutter, together with a new chitterling splitter were also on display. The silent cutter was operated to show the splendid results it produces. The exhibit was handled by John J. Dupps, sr. and John J. Dupps, jr., Oscar Schmidt, Gustav Schmidt, A. B. Lloyd, W. H. Sweet, L. Rosenberg and James Castino.

Specialty Manufacturers Sales Company, Chicago-A very unique display of grinder plates and knives attracted much attention. The first showing of a superior roller bearing stud, a new feature and improvement on the grinder feed screw, was made by Charles W. Dieckmann, president of the company. The exhibit was in charge of Mr. Dieckmann, who was assisted by Jack Maro-

Du Pont Cellophane Co., New York City-A very attractive display of Cellophane-wrapped pre-cut fresh and quick frozen meats was made in modern display cases. A drape of various colors of Cellophane was used to decorate the background. The advantages of buying meats visible through Cellophane wrapping was clearly demonstrated. Assistant general sales manager, L. B. Steele, promotion manager, B. C. Robbins of New York, and A. W. Shaffer were in attendance to give full information.

Diamond Crystal Salt Co., St. Clair, Mich .- A display of salt used in all operations in the packing industry was very attractively exhibited in barrels, sacks and small packages. The exhibit was handled by W. H. Dolan, C. E. Warner, A. F. Jaumann and C. C. Vandyne.

Food Materials Corporation, Chicago, Ill.—A complete line of dry spicings and colorings were shown, as well as the finished product in which these ingredients had been used. Hot frank-

furters seasoned with the products of the manufacturers were served with The exhibit was interestwarm rolls. ing and one which drew much attention. R. J. Rooney, W. F. Leonard and E. E. Feight represented the company.

American Electric Motor Co., Cedar-American Electric Mo.or Co., Cedes-burg, Wis.—Displayed electric motors, 95% enclosed, which are particularly adapted to wet or damp conditions pre-valent in packing plants. A. A. Hess and E. J. Devney were in charge of the exhibit.

The Globe Co., Chicago, Ill .- The new "Linkreel," a sausage linking machine, was demonstrated and was the feature of the exhibit. Complete details as to its operation were explained by members of the engineering and sales staff of the company. Packinghouse trucks, a smoke stick truck, and miscellaneous equipment were also on display. Charles Dodge, president of the company, was present and members of his staff in attendance were Oscar Bieder-mann, T. L. Zapf, W. Moorehead and William Steffan.

Dry Ice Corporation of America, New York City-Displayed large cakes of Dry Ice showing how it may be used as an economical refrigerant for distribution of meat and packinghouse prod-ucts. Eugene P. Gerity of New York and E. P. Mitchell of Chicago were in charge of the exhibit.

The Griffith Laboratories, Chicago, Ill.—Considerable interest centered around the exhibit of the "Big Boy" centered electric ham and brisket pump. This pump is solving the problem for its present users and bids well to make rapid headway. A complete line of Griffith's liquid sausage seasoning was shown, and practical application their use explained by E. L. Griff their use explained by E. L. Griffith himself and his well-trained staff, con-sisting of F. W. Griffith, M. C. Phillips, W. E. Andreson and W. F. Andreson W. E. Anderson and W. B. McCreary.

Drehman Paving & Construction Co., Philadelphia, Pa.—This exhibit was un-usually attractive, being equipped with a perfectly-laid Duratyle packinghouse floor. The main part of the floor was of red Duratyle, trimmed with black edges for artistic effect. Red, white and blue pencils and a wall style thermometer were souvenirs given with compliments of the company. Mr. Al-bert Schoeppe represented the Drehmann Company.

Shellmar Products Company, Chi-

cago, Ill .- A complete display of all kinds of fresh cut meats, hard chilled meats, smoked meats and provisions wrapped in printed Cellophane were displayed in refrigerated display cases. The advantages of printed Cellophane in any combination of colors, and as many as five on one wrapper, were clearly demonstrated. Elimination of dealer substitution and identification by brand name to the consumer is made possible through this process. T. W. Koch and Harold Huse were in charge of the exhibit. B. W. Martin, president of the company, was also in attendance at times.

Hoffmann Ham Press Co., Denver Colo.—A new ham boiler was on exhibit which has been tested over a long period of time and is now being offered to the industry. Some of the features are the shape, the type of spring used, and the kind of metal, which is Lynite aluminum. The product produced by this boiler was sliced and displayed in a counter display case, showing how perfectly the product will slice at both ends as well as in the middle. Hoffmann, a meat packer of Denver and the head of this company, was on hand to explain the merits of the boiler.

Kansas City Knitting Corporation and Valatie Mills Corporation, Kansas City, Mo. and Valatie, N. Y.—Stockinette coverings for all cuts of meat, whether fresh or smoked, were dis-played. Frank Ashe was in attendance played. Frank Ashe was in attendance at all times to greet numerous customers and make new friends. W. A. Harder, president, and W. S. Harder, sales director of the company, were visitors at the convention.

Warlong Glove Manufacturing Co., Conover, N. C.—A complete line of knit canvas work gloves and gauntlets for use in the packing plant were on display.

Blazek Cold Storage Door Co., Chi-cago, Ill.—Although the most conspicuous part of this exhibit was the cold storage doors, the feature was the Blazek automotic door closer, which eliminates losses by assuring tightly-closed doors. The exhibit was in charge of H. H. Dobry and was visited by the president of the company, Joseph Blazek.

Morris Paper Mills, Chicago, Ill.—All styles and sizes of counter display containers for the various cuts of meats and specialty items were attractively







CONVENTION TIME IS A GOOD MEETING TIME FOR ALL GOOD FELLOWS IN THE INDUSTRY

1-Harry H. Dobry of Blazek talks over the cooler situation with president J. V. Jamison of the Jamison Cold Store Door Co. 2—F. W. Hagerman and sales manager W. F. Rayhill of the Rochester Packing Co. have a good smile under the watchful eye of general sales manager Katz of J. S. Hoffman Company. 3-Not so sad as they seem, since business is excellent. Bill Donovan and Walter Best, of Best & Donovan, equipment

displayed. This was a colorful exhibit, which showed the progress being made in modern day merchandising of meat products. Special containers for hardchilled meats as well as pre-cut fresh meats, in addition to the regular line of display containers, are manufactured by this company. Vice-president Paul Walker and Ralph Denton were in charge of the display.

Sausage Manufacturers' Supply Co., Milwaukee, Wis.—The feature of this exhibit was a mould for making a hamshaped product in one and two pound sizes. It is something new just developed by the well-known sausage manufacturer, Walter Frank, of Milwaukee. In addition a complete line of Simplicity forms was on display, and the products produced by both of these pieces of equipment. Miss Gladys Meister attended the booth for Walter Frank, president of the company. Mr. Frank was also in attendance at various times.

Frank B. Lacy Company, Chicago, III.—The Lamb weighing and filling machine, with a new homogenizer for whitening lard and shortening, was demonstrated, and also a new carton folding machine. Frank Lacy, the ex-clusive sales agent for these machines, was on hand to give full information.

Union Steel Products Co., Albion, Mich.—For baking hams, meat loaves and other meat specialties the Superior revolving oven was demonstrated for economy of production costs, floor space, handling time, etc. Ovens of various capacities are made to suit the requirements of small as well as large producers. The exhibit was in charge of Mr. McBeth and H. M. Bachman.

Worcester Salt Co., New York—J. J. Coyne, well-known in the packing in-dustry, was present to offer whatever help or assistance he could to the visitors. This exhibit was in a beautiful spot overlooking the lake, but this did not detract from the interest of the exhibit.

Hygrade Lamp Co., Salem, Mass. This exhibit brought out new 200 watt and 300 watt white bowl inside enameled lamps for use in meat packing and sausage manufacturing plants. Proper illumination makes for better efficiency and this display was most interesting. W. Metzner described the new lamp to the visitors.

Oscar Mayer & Co., Madison, Wis.— The Air-Lec system of operating cold storage doors was featured. By the touch of a switch or extension cord the largest or smallest doors can be opened or closed instantly. R. G. Reynoldson of Madison was in charge of this display.

Bruce McDonald Co., Kansas City, Mo.—McDonald made Meek reel ovens for baking meat loaves, hams and other packinghouse products were displayed, and the saving in shrinkage alone ef-fected with this modern meat loaf oven was described by O. J. McDonald.

Milprint Products Corporation, Milwaukee, Wis.—A new machine for wrapping meats in printed Cellophane was the feature of this exhibit. It is said that this machine will cut down the area of Cellophane used and speeds up considerably the wrapping process. The complete service of printed Cello-The complete service of printed Cellophane and other wrapping papers, counter display containers, cartons, window displays, etc., was also exhibited. Roy Hansen, vice-president of the company, together with Russell E. Faulkner, had charge of the exhibit.

Mono Service Company, Newark, N. J.—Keeping pace with the packaging trend was well demonstrated in this trend was well demonstrated in this exhibit. McCray display cases were used to show the use of "Kleen-Kups" for packaging lard, sausage, ham-burger, country link, brains, sweet-breads, chili, etc. Containers especially designed for the packaging of quickfrozen foods were also shown. C. P. White, W. G. Lewis and Harry B. Cannon represented the company.

Seaslic, Inc., Chicago, Ill.—A complete exhibit of all kinds of liquid seasonings used in the manufacture of sausage and meat specialties was displayed. Dr. J. J. Hayes, L. H. Trace, Fred S. White, Emil Meyer and G. Hirschfeld of the staff were in attend-ance to meet the visitors.

United Cork Companies, Lyndhurst, N. J.—Crescent cork board was on dis-play and George E. Carll was in charge of the booth. E. J. Ward, vice president of the company, was in attendance at the convention

Crerar Adams Company, Chicago-Displayed an industrial line of appliances such as shovels, brooms, belting, hose, etc., applicable to use in packing plants. Twelve-ply, impregnated canvass and rubber hog beater belts were especially featured. J. M. Temple and J. H. Ruel were in charge.

Caton Printing Co., Kansas City, Mo. -Meat products wrapped in printed Cellophane produced by the Caton print-ing process were exhibited in a refrigerated display case. Printing on Cellophane has added much to its effect as a merchandising factor. F. W. Keigher was in charge of the exhibit.

Luse-Stevenson Company, Chicago, Ill.—Displayed samples of Reliable cork board for coolers, cold storage rooms, refrigerators, ice plants, etc. Reliable insulation for roofing was also shown. B. H. Jillson represented the

Wm. J. Stange Co., Chicago, Ill .-- A very attractive exhibit of colors and

dry essence of natural spices used in the manufacture of meat products was on display. An automatic refrigerator on display. An automatic retrigerator was installed to hold the products which had been produced with these colors and seasonings. A special exhibit was made of meats sealed with "Saniclose," a sanitary meat seal. The exhibit was attended by vice president H. E. Allen and J. J. Wilde.

John E. Smith's Sons Co., Buffalo, N. Y.—The Trunz Buffalo bias bacon slicer and the improved Buffalo air stuffer were exhibited. Both machines were of the very latest design and the stuffer was equipped with the new patented Superior piston. The exhibit was in charge of Walter J. Richter and A. B. Chase.

Myles Salt Company, New Orleans, La.—Various grades of salt used in processing and distributing meat and packinghouse products were displayed and the suggestions as to their proper use came from G. V. Kellogg of the

The Viking Pump Co., Cedar Falls, Ia.-This exhibit introduced a spraying machine for the application of sodium hypochlorite. Those in charge of the exhibit, J. J. Wythe and J. V. Newman, president and vice president of the company, told about the tests this machine had been put to and of the satisfactory results it had produced.

Oscar Mayer & Co., Chicago, Ill .-This exhibit featured the casing flusher and stuffer appliance, both of which were invented by Oscar G. Mayer. Carl Mayer was in charge of the exhibit, and was well equipped from his practical to the company of the control of the control of the case of the c tical experience to describe the advantages of both devices.

Exact Weight Scale Company, Columbus, Ohio—Featured a one-shot lubricating butter scale, entirely inclosed and moisture proof. A fertilizer bagging scale, important to packers because of its accuracy in weight and a warning device also shown by W. A. Scheurer, who had charge of the ex-

Triner Scale & Manufacturing Co., Chicago-Presented a new Triner Peerless all-steel automatic scale. Triner individual poultry scale, designed especially for speedy accurate weighing of live poultry, was introduced. F. A. Lang was in charge of the exhibit.

Ottenheimer Bros., Baltimore, Md.-An Oreole low temperature case was used in connection with the exhibit of the Du Pont Cellophane Company. A most complete line of all kinds of quick-frozen cuts was held in splendid condi-tion throughout the exhibit. Rueben E. Ottenheimer, president of the company, attended the convention, and A. C. Cone looked after the exhibit.

EXHIBITORS AND GUESTS AT PACKERS CONVENTION (see opposite page)

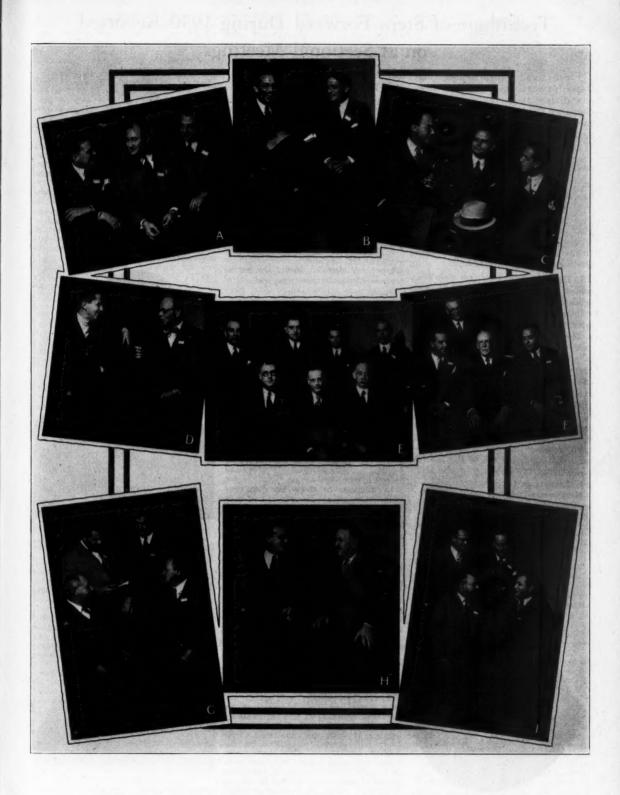
⁻Diamond Crystal Salt Co. (left to right): Chas. E. Warner, New York; W. H. Dolan, Western sales manager; C. C. Van A-Diamond Dyne, bulk sales

Friendly paper competitors: Jack Wesley, sales manager Rhinelander Paper Co.; Carr Sherman, president H. P. Smith Paper Co.

⁻Du Pont Cellophane Co.: A. W. Shaffer, Western representative; L. B. Steele, asst. gen. sales manager; B. C. Robbins, promotion manager D-Bob Rosenthal and Fred Cahn, the stockinette king (and then some).

E—Paterson Parchment Paper Co. (Upper left to right): A. E. Grossmith, J. X. Gubbins, Western manager, C. H. Cashmore, es director; A. T. Pratt, veteran of 24 conventions. (Lower, left to right) W. J. Cox, S. W. Jones, John Andrews, F—Allbright-Nell Co. (left to right): Norman J. Allbright, W. B. Allbright, John Allbright; (above) Dr. A. O. Lundell. G-Cincinnati Butchers' Supply Co. (above): John J. Dupps, jr., Oscar G. Schmidt; (lower) John J. Dupps, sr., Gus Schmidt.

H-H. J. Mayer (right), the "man who knows" seasoning, and Lewis Meier, Indianapolis packer who knows product. I—Harry Altman, casings expert, entertains packers (lower), Louis Gunsberg, Detroit, and (upper) M. L. Steiner, Youngstown, O., and R. C. Theurer, Cleveland, O.



SOME OF THOSE WHO MAKE IT POSSIBLE FOR PACKINGHOUSE WHEELS TO GO ROUND

Here are a few of the leaders in the equipment and supply field responsible for the best showing of exhibits ever made at a packers' convention. (See opposite page for names.)

Technique of Steps Forward During 1930 Reported on at Sectional Meetings

First - hand information on steps forward in operating, merchandising and chemical and accounting control was presented at the sectional meetings, which began on Friday morning, October 17, and extended through October 18.

Included also was a roundtable discussion on Saturday morning of ocean freight rate contracts for 1931, participated in by members of the executive staff of exporting packers, particularly those whose duties relate to the export and traffic affairs of their respective companies.

In the opening section data were presented on a more economical method of deheading hogs which results in a substantial saving per head, the development of satisfactory equipment and methods for the electrical stunning of cattle and hogs, and the enumeration of steps forward which are in actual operation in the model packing plant of 1930. The latter recorded great progress during the past five years.

The advantages of chemical control in processing and curing have been demonstrated further during the year by researches carried on in the Institute's research laboratory at the University of Chicago, and in the laboratories under the direction of the leading chemists in the industry.

New methods are being devised for standardizing the quality of lard, with a slow realization of the merchandising possibilities innate in this product

PACKINGHOUSE DOCTOR
R. F. Eagle, Wilson & Co., Chicago, Presiding Chairman, Operating Section.

and the urge to capitalize on them.

In both the sectional meetings and the general sessions of the convention discussions of the packaging of meat and the merchandising and distribution of these packaged cuts, either fresh or hard frozen, took a prominent place.

Accounting control through tests was demonstrated to have not only an important influence on the earnings of individual companies, but on the maintenance of a proper competitive situation within the industry. First, a large number of tests must be made under everyday operating conditions, and then a check must be kept to be sure that formulas and methods of handling product are not changed during the period for which the tests are designed.

Seven sectional meetings were held, brief reports on which follow.

Operating Section

Description of the new method of deheading hogs, which had been inaugurated and worked out by George A. Hormel & Co., Austin, Minn., and which after certain changes was approved by the U. S. Bureau of Animal Industry, was described by Henry D. Tefft, director of the Institute's Department of Packinghouse Practice and Research. Mr. Tefft's talk was illustrated by sketches, showing the superintendents present exactly how the deheading operation is performed to result in the greatest recovery of higher priced meat.

In addition to these sketches, hog heads were on exhibit which had been removed the old way and the new, which showed graphically just how the saving is made, as well as the resultant meat cuts.

It was pointed out that only in plants having a fairly large kill is the operation economical. In plants putting through 600 hogs an hour, four men are required for this work and an extension of the hog rail from approximately 10 ft. to 22 to 24 ft. Elevation of the cooler rail is also desirable, to avoid having the heads touch the floor.

It is estimated that a saving of 5c to 8c per hog can be made in the larger proportion of jowl meat produced, where this method of deheading is practiced.

Electric Stunning.

The experimental work which has been under way for some time in the electrical stunning of meat animals before slauchter was discussed at some length. H. J. Koenig, chairman of the Institute's special committee on improved methods of slaughtering, detailed the work which had been done on the electrical stunning of cattle and described the equipment as at present developed, which is proving satisfactory.

tory.

By this new development it is possible to stun and turn cattle out of the

stunning pen as fast as they can be shackled and hoisted. So satisfactory has the method proven that it is believed that eventually it will be possible to avoid having the stunned animal dumped out on the floor but rather raised directly from the stunning pen where it is shackled simultaneously with the application of the electric current. Experiments have shown that cattle so handled bleed even better than animals stunned by present methods.

R. W. Regensburger of Swift & Company, who has supervised the work on stunning hogs, reported on the progress to date. Hogs have been found to react somewhat differently to cattle, the innate resistance of the animal appearing to have some bearing on its susceptibility to the current.



PACKERS' TROUBLE FIXER
Henry D. Tefft, Director, Institute Department of Packinghouse Practice and Research.

Mr. Regensburger reported that no fully satisfactory method had yet been developed for the stunning of all hogs, although the method worked out was applicable to most of them. Electrical stunning was found to have no influence on the appearance of the meat or bone, neither does the viscera of the stunned hog have any different appearance from that of animals slaughtered under present conditions.

Facetiously speaking, Mr. Regensburger pointed out that at last it looked as though the packer had found some way to save the squeal, as the stunned animal makes no sound.

Improved Plant Methods.

Myrick D. Harding, general superintendent of Armour and Company, discussed "The Model Packing Plant of 1930." In 1926 Mr. Harding had prophesied some of the things he expected to see in the model plant of the current year. This year he summed up just how near these prophesies had come true.

Among the things Mr. Harding

pointed to were the use of rosin and oil for guaranteeing an absolutely clean hog carcass, the growing use of high pressure water sprays which were bringing about great savings in packinghouse operation, automatic weighing and the cleaning and curing of casings, the former operation making the casings ready for salt in one or two hours and the new method of curing in three minutes, resulting in a practically odorless product, uniform in color.

Mr. Harding is of the opinion that in the packinghouse of the future not only every building but every room in each building will be individually refrigerated by an automatic machine without any connection with any other part of the building.

He also predicted the ultimate widespread use of some one of the newer methods of rendering edible fats, and expressed the belief that in the next five years practically all plants with the exception of possibly a small proportion of the output of the largest companies which is designed for export, will be rendered by one of the modern methods.

He pointed to a new method of branding meat and said that the present methods of hanging bacon were troublesome and that the pronged hanger is a relic of the past as the economic loss resulting of 1 to 3 per cent must be gotten around.

New Smokehouse Practice.

The chain operating type of smokehouse is coming into favor, he said. Mr. Harding visualized the smokehouse of the future where the smoke is produced in one room, heated to a certain temperature, then blown through the rooms where the meat is hanging, these rooms to be thermostatically controlled which will result in better control of both color and flavor.

The saving of labor by the adoption of the rump bone saw was pointed to, as well as its more efficient work. He



PLAYING BOTH ENDS

H. M. Shulman, Hammond Standish & Co., Detroit, Mich., who told of some of advantages of combining function of superintendent and purchasing agent in smaller organization.

also pointed to the backbone saw now available for splitting the backs of hard boned cattle and its possibilities for all types of cattle.

In overcoming bone sour in cattle and hogs, quick chilling was advocated and the fact pointed to that when trouble arises it always occurs during the first ten hours. The temperature after 48 hours spells nothing, he said. It is the bone temperature the morning following slaughter that counts.

Mr. Harding believes that so far as developing packinghouse products is concerned, the surface has hardly been scratched. The developments of the past five years show what can be done, especially in face of the fact that there has been no change in some operations in 40 years.

He is of the opinion that on the cattle killing floor it will be possible to remove the hide with the carcass hanging on the rail thus obviating the lowering of the carcass to the floor and raising it again, the whole operation of dressing being completed on a continuous chain. When this comes about the lay-out of the cattle killing floor will be completely changed, the electrical stunning of cattle aiding materially in making possible this progress.

In conclusion, Mr. Harding urged that the attention of every active man in the industry should be directed toward improving methods.

Money Saved in Careful Buying.

H. M. Shulman, director of purchases and mechanics of the Hammond Standish Co., Detroit, talked on the co-ordination of the Purchasing and Operating Departments." He said that the work of the purchasing department reflected more directly on the company's bank account than the activity of any other department. He pointed to the inclination of many companies to increase their costs unnecessarily and urged simplification of packages and styles.

Attention was directed to the service the Institute's purchasing department and the organization's standardization work could render and urged that full cooperation be carried out at all times between the operating and purchasing departments for best results. Mr. Shulman was of the opinion that the opportunity for cutting down costs in the packing plant has never been better.

Dr. R. F. Eagle of Wilson & Co., was the presiding chairman of the section. Although a large room was assigned for the meeting every available space was utilized and many were unable to get nearer than the corridor outside.

Engineering and Construction Section

Packinghouse floor brick was discussed by E. F. Plumb of the Streator Brick Co., at the Engineering and Construction Section meeting on Friday, October 17. In particular the problems of production and the characteristics of vitrified paving brick for which the packer should look to secure a floor of long life were described.

One of the problems the manufacturer has to overcome is the formation of air pockets while the shale is plastic.



DEAN OF OPERATING MEN
Myrick D. Harding, general superintendent of Armour and Company, listed
some of the rapid strides made in operating practices,

If these occur near the surface exposed to wear, the thin skin is soon broken and deterioration begins.

Vitrification of the shale of which bricks are made, it was brought out, occurs within a narrow temperature range, and it is difficult under production methods to secure an even temperature within all parts of a kiln. The result is that bricks of varying hardness are produced, the smaller proportion being hard burned.

The speaker suggested that packers could make a saving when laying brick floors if they would use hard-burned brick in the aisles where traffic is heavy and softer bricks for other portions of the floor.

An important point brought out in the discussion that followed was that the quality of workmanship used in laying the floor has an important influence on its life. Wear on a brick floor, it was said, starts at the edges of the brick. It is important, therefore, that the grouting be well done and that the grout be hard.

Stock Yard Design.

Design of privately owned stock yards was discussed by W. H. Everds, with the H. P. Henschien organization. Where land is valuable, it was brought out, yards more than one story high are generally advisable. Where land is cheap, yards one story high are most economical.

The use of construction materials depends on conditions, but as a rule it is economical over a term of years to build of concrete. Depreciation is considerably less and the cost of insurance is much more economical.

is much more economical.

Details of drainage, aisles, gates, ramps, fences, location of scales, etc., for economical and convenient operation were also discussed. Open drains, the speaker said, are coming into quite general use because of the ease of cleaning and less liability of obstructions. Watering troughs, it was pointed out, should be located at the low point in each pen.

Sizes of pens should be based on carlot capacities, allowing for each pen a



"62 DEGS. BELOW Harry Sloan, Vilter Mfg. Co., Milwaukee, reported on experiments in getting low temperatures.

size sufficient to accommodate twice the number of animals contained in a cay. In the design of ramps, the speaker said, sharp turns should be avoided and U turns should not be used. avoided and U turns should not be used. A satisfactory ramp design has been found to consist of stairs with a 3-in. rise and a 12-in. tread. The stairs should be of non-slip construction. Ramps of this design are easily cleaned. The discussion that followed this paper was confined to the danger of bruises from the use of open drains in pens. It seemed to be the consensus that there was no particular danger of

that there was no particular danger of animals receiving bruises from open drains if covers of the proper design are used.

Accelerated Freezing Methods.

Methods employed to secure low temperatures were reviewed in a paper pre-pared by Harry Sloan of the Vilter Manufacturing Co. This paper, illus-trated with lantern slides, described the various equipment suited for low temperature work and cited the character-istics of each type, including the absorption machine, the two stage compressor, the booster compressor and the multi-effect compressor.

The application of the booster compressor for low temperature work in the plant of the Cudahy Bros. Co., Cudahy, Wis., was described in detail. In this case, the speaker said, the temperature of the freezing room is not permitted to go above —40 degs. F. at any time, even when being loaded. Freezing is done at temperatures as low as —62 degs. F. A detailed description of this Cudahy installation was printed in the May 10, 1930, issue of THE NATIONAL PROVISIONER. The application of the booster comof THE NATIONAL PROVISIONER.

Defrosting of the pipes in this freezer is done with compressed air, the frost being light and flaky and easily removed in this manner. It falls to the floor and mixes with the sawdust. The coils are placed at the top and sides of the room, and as there is practically no air circulation, there is no freezer burn of the product. An interesting point brought out by the speaker was that, so far as quick-frozen meats are concerned, the problem is a merchandising and not an engineering one. In this connection, public attitude toward quick-frozen products is much more favorable than it was a short time ago.

The discussion pertained almost en-The discussion pertained almost entirely to methods of defrosting the coils. In the Cudahy plant, air pressures of from 70 to 80 lbs. are used, the air being applied in the shape of a jet. One speaker said that an improved method of removing moisture from the air had recently been perfected. This, he suggested, might prove of considerable value for use where air for defrosting is used in rooms of very low temperature.

Powerhouse Economies.

Power costs in many meat packing plants could be reduced by as much as 20 per cent by proper supervision, it was pointed out by Allen McKenzie, chief engineer of Wilson & Co. The biggest losses, he said, occur because the engineers and firemen do not have a complete and accurate plant record of all daily expenses connected with the generation and use of power. A frequent close checkup to determine how the steam and power is being used are the best means to keep costs low,

The speaker called attention to the need for keeping all equipment in firstclass working condition and the necessity for watching carefully for leaks and losses. When daily records are available, the one responsible for re-sults should make it his business to examine at once into any increase in the use of steam or power. When the boiler and engine force know what is being accomplished, and what is ex-pected of them they will take more interest in their work.

Mr. McKenzie also said that ordinary good engineering practice is the best aid to low power costs. Keeping



MILLARD LANGFELD (Cudahy Packing Company) Presiding Chairman, Chemical Section.

the heating surfaces clean, the CO, at the proper point, the settings tight, etc. will often obviate the purchase of new equipment.

Air, steam and hot water leaks should not be permitted, regardless of their size. Steam traps, in particular, should be watched to see that they are functioning properly. Excess use of water, steam, air, light and power should not be permitted. The condensate should not be wasted but returned to the boilers.

The best way to reduce power costs, the speaker said, is to know what the costs are, set a mark to shoot at, keep on the job continually to prevent waste and use ordinary, common-sense engineering.

Chemical Section

At the Friday afternoon session of the Chemical Section discussion of lard, held the center of the stage, although two other important talks preceded the lard symposium.

The first of these was "Some Results of the Industry's Research in the Field of Nutrition," by Dr. C. Robert Moulton, director of the Institute's department of nutrition. Dr. Moulton pointed to the scientific research that is being conducted in various laboratories throughout the country on behalf of meat, under the auspices of the Institute and of the National Live Stock and Meat Board. He pointed especially to the work that had developed the efficacy that liver and kidney have in combatting pernicious anemia.

The old belief that fat was not essential to nutrition except as a source of energy and to the comparisons of lard and butter which were unfavorable to the former because of its lack of vitamines, now bids fair to be modi-fied. Lard appears to have a cer-tain dietetic value not yet understood and one not possessed by butter. However, further experiments are under way to find out just what this is, the valuable property appearing to be some fatty acid in the lard. Work has just been started this fall which it is expected will make a valuable contribution to the metabolism of fat.

Canned Ham Processing Studies.

Some of the problems which have been worked on in the preparation of priced canned ham were discussed by Dr. F. W. Tanner of the University of Illinois under the title, "The Effect of Cure. Process and Storage Temperature on the Spoilage and Toxicity of Canned Hams." Storage temperatures of the product after it is canned were found to have an important influence on keeping quality. At a temperature of 40 degs. F. very few cans spoiled.

The use of both sodium nitrate and sodium nitrite in the curing formula was found to have a very good influence. The general deductions from the work already done are that the curing process and the storage tempera-ture, taken together, form a good line of defense against the inroads of food spoilage organisms.

Lard Not a By-Product.

In his report on "The Institute's Studies on Lard," Dr. F. C. Vibrans

pointed out that packers must be conscious that lard is not a by-product. They should always strive to make a quality product so it can stand on its own merits and not have to be defended. Some of the lard marketed is good and some is not so good, he said. If this were not so, the lard problem, as it now exists, would be much simpler than it is.

Good lard is judged on its keeping quality, texture, free fatty acid content, color, odor and flavor. All lard has shortening power, he said. According to the best available information, lard has the best shortening power of any fat used in baking. He was of the opinion that packers should have more data to illustrate this point then make the most of it. Plasticity is another of lard's strong points. It is plastic over a long temperature range.

Dr. Vibrans discussed briefly the refining of lard with caustic soda, pointing to its advantages and some disadvantages, also to hydrogenation and deodorizing. No matter how carefully lard is stored, he said, its keeping quality is not improved by storage. Between 40 and 50 degs. is regarded as desirable lard storage temperature and lard should never be stored at higher than 60 degs.

Flavor Is Lard's Chief Asset.

"Public opinion is one of the most potent factors in marketing any product," Dr. R. C. Newton of Swift & Company said in beginning his discussion of "The Significance of Color and Texture in Lard." It should be a great deal easier to hold a favorable public opinion to a product, provided the same kind of facts are available to all and the same tactics used.

Flavor is one of lard's principal assets. It is generally conceded that flavor of lard is desirable in making crackers, as it gives the finished product a nut-like flavor, which is not procured with any other shortening.

Some of the definite advantages possessed by lard were pointed to by Dr. Newton as: 1—Highest degree of shortening power. 2—Natural flavor desirable in baking. 3—Color.

If lard is to be rehabilitated, its advantages must be stressed. It is also necessary to stress lard strongest in fields where it has advantage and preserve its uniformity to those buyers. It is very important that the lard manufacturer standardize and select lard for its most important fields.

Some packers are troubled when their lard has a bluish cast. Dr. Newton pointed out that such lard has better keeping qualities than lard with a reddish or yellowish cast. Some blue lard will keep two to two and one-half times as long as lard showing no such coloration.

Much Misinformation on Lard.

Dr. Vollertsen discussed the service "The Experimental Bakery in the Packing Plant" can render in helping bakers solve problems and overcome difficulties which are too often laid to the use of lard. Most successful bread baking concerns, he said, lay a great deal of their success to the fact that they are using lard. When the bread is cut, there is a certain aroma that they do not get from any fat that has been deodorized.

He traced developments in the baking industry from the early efforts of 20 years ago to the present day, showing the great strides that had been made through research and cooperation. However, in spite of this, there has been so much adverse information regarding lard, that his own company established an experimental bakery to find out just how true many adverse statements were. A technical baker was employed who, working in cooperation with the chemical department, learned the advantages of the packer's products and made possible the checking of claims of competitors.

He enumerated some of the subjects which had been investigated and the results of the investigation published by his own company. These subjects have related to complaints usually brought in by the sales department. Usually these complaints have been based on the use of lard. By experiment, it was found that the difficulty



MISSIONARY TO THE BAKER
J. J. Vollertsen, chief chemist Armour
and Company, who told of the service
the packer can render to the baker using
his products.

was due to some failure in baking technique, and that throughout it all, lard maintained its superiority as a shortening.

Summing up, he said that the experimental bakery had been a real asset to his company, working out for bakers many of the problems they meet, most of which have no relation to lard. He believed that such a service in the packinghouse is a good factor in the successful distribution of shortenings.

Lard's Value Should Be Told.

Dr. W. D. Richardson of Swift & Company, presiding chairman of the meeting, said that no food product has ever been subjected to such a fire of criticism as has lard and no food product within the memory of man has ever been subjected to this sort of attack with so little defense. The industry, he said, has been remiss in not saying a good word for lard.

Lard manufacturers as a group have never collectively and emphatically

stated a good word for it nor until recently defended the product against false accusation. Yet more effort has been made toward defending it than toward pointing out its extremely valuable properties, its shortening value, its flavor for pie crust and crackers and its long plastic range. The case of lard has never been made, he said.

Some Observations on Curing.

Nitrate, nitrite and combinations of nitrate and nitrite are used in curing formulae with equally good results, it was pointed out by W. Lee Lewis, Director, Institute, Department of Scientific Research, at the Saturday morning session of the Chemical Section. Good cured meats, he said, depend on so many factors that it is not generally wise to attribute poor or uneven results to any one of them.

What the practical man wants to know, the speaker pointed out, is how to produce uniformly good product, prevent spoilage and keep costs low. In this connection much scientific work needs to be done before there is known about curing all the facts that would be helpful.

Lack of uniformity may come from variations in pumping methods, improper or slow chilling of carcasses, or varying temperatures in the curing cellar, the speaker said. A smaller needle and more stitches might aid in the production of a more uniform product. The point is to decide how much pickle should be pumped and then take steps to see that this amount is used.

Much spoilage is probably the result of improper chilling, Dr. Lewis pointed out. Uniform, quick chilling would prevent much of this. The sooner the hogs are gotten to the cooler and the quicker they are chilled, the less spoilage there will be.

One of the needs of the meat industry, Dr. Lewis said, is more flexibility in the curing department, so that production can be better regulated to market conditions. A relatively quick cure would aid in bringing about this condition, he said. The product could be frozen and cured when the market is favorable.

It takes time to develop flavor in cure, the speaker said, and at the present time there seems to be no way to cure satisfactorily in an extremely short time. The limit below which it does not seem advisable to go is 15 days for hams to be boiled and 35 to 40 days for hams to be smoked.

Use of Nitrite in Curing.

The preservative effect of nitrate and nitrite are negligible, it was pointed out in a paper by Dr. R. H. Kerr of the U. S. Bureau of Animal Industry, their use in the curing formula being principally to fix color. Inasmuch as nitrate is ineffective until it is reduced to nitrite, the speaker was of the opinion that there is little advantage in using the two in combination.

It was suggested that, while much more scientific data is needed before all of the facts about what goes on in the curing process is known, and while there is no objection to the use of nitrates and nitrites in combination, it might be advisable to use nitrite only.

In this connection, Dr. Kerr gave the results of many tests made by the bureau using nitrate and nitrite alone



TELLS OF RESEARCH PLANS Dr. L. M. Tolman, Wilson & Co., speaker at sectional meetings.

and in combination and without the use of either of these ingredients in the curing formula. These led to the thought that it might be possible to eliminate the use of nitrate and nitrite from the curing formula altogether. The flavor of meat cured without the use of nitrate or nitrite is different from that in which one or the other is included in the curing formula.

One way to reduce spoilage of meats, the speaker pointed out, is by proper chilling and uniform temperatures throughout the curing cellar.

In the discussion that developed, one member said that nitrate has one more atom of oxygen that nitrite, and that in the reduction of nitrate to nitrite this extra atom of oxygen may be of some importance in retarding the growth of spoilage bacteria. The use of nitrate, he said, also improves the flavor.

This speaker also differed with Dr. Kerr regarding the function of sugar in the curing formula. It was his opinion that sugar has a preservative effect. Others also spoke of the advantages of using nitrate

Color Fading in Cured Meats.

A resume of studies to determine the cause of color fading in cured meats was outlined by V. R. Rupp of the Insti-tute of American Meat Packers. The work so far, he said, has been along the line of determining color standards and finding a method by which the exact color of a piece of meat can be accurately determined and named.

Experiments are now under way to determine what causes fading. known that light, heat, humidity and oxygen affect colors one way or another. Additional equipment is being built, and during the coming year the studies will be continued until definite facts are established.

Curing Cellar Temperature.

Significance of curing cellar temperature control in meat curing was dis-cussed by C. R. Moulton, Director, Institute Department of Nutrition. In temperatures of from 36 to 38 degs. F. appear to give best results. temperatures rise appreciably above these points, the growth of spoilage organisms is encouraged. If it drops appreciably below, the curing process is retarded.

The need for these temperatures in all portions of the cellar was emphasized. In many cellars comparatively high temperatures prevail in some por-tions, while lower temperatures are found in other parts. Varying temperatures in different sections of a cellar is one cause for spoilage and for product of varying quality. Keeping the curing cellar at about 38 degs., and uniform throughout all portions, should be one of the first steps for the packer who is interested in turning out uniform products.

Research Plans for Coming Year.

The Institute's research plans for the coming year were discussed briefly by Dr. L. M. Tolman of Wilson & Co., Chairman, Institute Committee on Scientific Research. The study of lard scientific Research. The study of lard and lard refining will be continued, he said. In particular, methods of handling, deodorizing, hydrogenating, etc., will be investigated. The work on color fading will also be continued, as will the studies and experiments in curing. Other studies and experimental work are also being planned.

Accounting Section

The growing importance of accounting control in the management of the packing industry and the every-day influence of control on competitive con-ditions constituted the subject around which the session devoted to accounting revolved.

The "Control of Packinghouse Operations Through Tests" was discussed by Warren H. Sapp, assistant comptroller of Armour and Company. Control, Mr. Sapp said, extends into every



G. M. PELTON (Swift & Company, Chicago) his paper Dr. Moulton pointed out that Presiding Chairman, Accounting Section.



IT'S CONTROL THAT COUNTS Warren H. Sapp, Armour and Company, pointed out what accounting control can do in improving competitive conditions in meat packing.

phase of the business. He discussed the possibilities of exact control in all branches of the business as a result of cost finding and the setting of cost standards. This control must extend into general expense accounts, purchasing, sales, personnel, and evother department regardless of character. If a business is kept under proper control and is properly analyzed there isn't a great deal more to worry about.

He pointed to the advantages of budgeting expenses in each depart-ment. Budgeting, he said, provides for every division functioning more efficiently. There is much advantage in every executive budgeting his op-erations for a future period. Such planning can finally be extended to unit costs and afterwards is a means by which management may measure the efficiency of the various divisions.

Expense Distribution Important.

The matter of distribution of expenses to various departments is very important and needs careful consideration. When all expenses are carefully considered and properly distributed, it is then possible to figure accurate costs in various departments.

Attention was called to the importance in accurate accounting of knowing just how nearly every department comes to following out the formulas on which the manufacturing costs are based and whether or not these formulas are varied at any time during the period the costs are designed to cover. These things are of much significance in accurate accounting control. Costs can readily be varied by an overzealous manufacturing department with no reflection of this variation in selling prices thus creating an artificial basis on which the products are sold. If records are not obtained under normal conditions,

a company is very apt to have a set of tests that represent an efficiency that can not be maintained in every

day operation.

Low sales often are the result of a lack of knowledge of cost. This is the responsibility of the comptroller's or-ganization, for it is not logical to expect a man trained in sales and operating to be a good cost man any more than a good accountant will be a good salesman.

In this competitive age it is absolutely necessary to have a knowledge of costs. A test cost is a standard. and if you establish it right, you estab-lish a standard against which the operating department can, and must, work. The setting of these standards

is a serious thing.

Mr. Sapp expressed the hope that every company would develop a system of price control through accounting. When this is done, competitive condi-tions will be on a better basis, for all products will be priced on a known cost, and there will be less price cutting and less difficult competition to be encountered.

Finding Product Costs.

L. B. Dorr, vice-president and comptroller of the Jacob Dold Packing Co., Buffalo, pointed out in considerable de-tail the methods being followed by his company in establishing costs of individual products. Major cost figures are given to the sales departments for purpose of establishing selling prices.

"Predetermined Costs as a Basis for General Accounting Procedure" were discussed by Thomas W. Bryant, treas-urer and comptroller of Adolf Gobel, Inc. Mr. Bryant told in some detail of the methods being followed by his company in finding individual costs on which a published price list can be based. The problem of his company varies somewhat from that of many



HELPING THEM SELL RIGHT

I. M. Hoagland, chairman Institute committee on distribution, told of advan-tageous influences of the code of trade practices already experienced.

GROCER'S AOVERTISEMENT ARMOURS STAR BRAND HAM 129 A POUND GRANULATED SUGAR SPECIAL 22185 FOR \$1.

FOOD PRICES COMING DOWN

At the packers' banquet President Glenn Frank of the University of Wisconsin advocated lower prices as one remedy for the alleged business depression.

This advertisement might indicate that one dealer took the advice. As it happens, this advertisement is dated August 29, 1995. However, they do say prices move

other companies in the industry in that it is not so much one of cost control as of distribution control, the effort be ing to build a cost system that would coordinate with the company's distribution system.

Cutting losses in the pork division of the packing industry are becoming a matter of increasing concern, Howard C. Greer, director of the Institute's department of organization and accounting, said in his discussion of the "Use of Combined Cutting, Curing and Manufacturing Tests as a Guide to Mer-chandising Policy."

Mr. Greer sketched briefly and illustrated by graphic charts the losses which the industry has sustained in its cutting operations, showed to what extent these losses are made up or overcome in manufacturing, and developed the fallacy of the idea that manufactur. ing gains over a period of time will overcome cutting losses.

Mr. Greer's department is making studies and calculations looking to the possibility of indicating to the industry as a whole the sort of merchandising policies it will be profitable to follow. He expressed the belief that some means can be found through cost studies to overcome losses and at the same time to realize on operating gains. Until that time arrives, it is a question whether the industry will realize really adequate returns on its pork operations.

Sales, Advertising and **Public Relations**

The first year of operation of the code of trade practices in the packing industry ended with only a relatively small number of complaints being submitted, some of which were dismissed as non-violations of the code and others when brought to the attention of offending companies were promptly discon-

tinued.

The "Effect of the Code of Trade Practices on Sales and Advertising Practices in the Packing Industry" was outlined by I. M. Hoagland, chairman of the Institute's committee on distribution problems. Experience of the year pointed to the development of a generally better sales and advertising program in the competitive field, as all member packers carefully checked their practices in an earnest endeavor to avoid any type of violation.
R. H. Gifford of Swift & Company,

in his discussion of "Trends in Meat Distribution," quoted figures indicating volume growth of chain stores and voluntary chains and pointed to the trend of these outlets during the past few vears.

He also spoke of the establishment of refrigerated warehouses by chain stores as a comparatively new trend in retail merchandising as the longtime function of the packer has been to supply the retail store direct from the packer's branch house

The packer's responsibility, as Mr. Gifford sees it, is to produce quality product, keep it uniform, establish consumer demand by advertising, provide dependable service and operate efficient-

ly and economically.

"The Place of the Auto Truck in the
Distribution of Foods" was analyzed
by E. W. Rosenheim of the North Shore Food Products Co., Chicago. With the coming of an ever lengthening mileage



IDENTIFIABLE PACKAGES SELL

R. H. Gifford, Swift & Company, told some advantages of identifiable, packaged fresh meats.

of hard surfaced roads the auto truck is playing an increasingly important part in the distribution of perishable and semi-perishable foods. Many types of refrigeration and insulation are now available for these trucks and food purveyors are finding that the auto truck gives rapid and satisfactory delivery going direct to the store door.

Meats, particularly, are being handled over a radius of 100 to 150 miles in either refrigerated or insulated trucks or in trucks without refrigeration, the more highly perishable prod-uct being placed in insulated cases to which some solid carbon dioxide is added.

The much discussed question of the label on the finished product, whether it shall be the established brand label the manufacturer or packer or the label of the distributor was the subject of a talk given by F. H. Massman, vice-president of the National Tea Com-pany, under the title "Distributor's Label or Manufacturer's Label."

This meeting proved to be one of much interest to those immediately connected with merchandising and public relations activities in the various relations activities in the various member companies of the Institute.

With the Ladies

That the best can always be excelled, if you try hard enough, was exemplified in this year's convention entertainment.

The dinner dance on Monday evening was the best and most successful in every way in the history of convention programs. Other entertainment was on a similar level of excellence, and as the ladies were admitted to the annual banquet—itself the most important and delightful of packer dinners—the cycle was complete.

In the hands of the Institute staff—which has learned the technique of entertainment giving—the programs were of a standard for which no excuses need be made, of artistic character and competely enjoyable. Special credit must be given to vice president Homer Davison, who was the impresario of the dinner dance, and to vice president Wesley Hardenbergh, the banquet program planner.

The Dinner Dance.

On Monday evening in the main dining room of the Drake Hotel the annual dinner dance was given as a special compliment to the ladies. The entire room was filled, and tables were set for the overflow in the Avenue of Palms. The center of the floor was reserved for dancing and entertainment, and tables were terraced toward each end so that all might have a good view of the entertainers.

The entertainment was strictly highclass, with none of the cheap night club tang, but just as enjoyable for those who want action.

The Welsh Imperial Singers, brought over from Wales this spring for the Rotary International convention, appeared in costumes of red coat and knee breeches, and rendered two groups of songs in a vigorous fashion which marked them as the best male chorus of the kind heard in years. The second group was sung from the balcony at the west end of the room.

Lorna Doone Jackson, mezzo-soprano of the Chicago Opera, sang twice, and later appeared in costume in scenes from "Carmen" with Raymund Koch, baritone, who was the big hit of the evening with his resonant voice in "Old Man River" and the toreador song from "Carmen."

Another feature of a class new to such occasions was the ballet of the Chicago Civic Opera, which gave two costume dances under the direction of Laurent Novikoff, the famous ballet teacher of the opera. Ruth Pryor, the dainty little premiere danseuse of the opera ballet, appeared in a ballet arrangement of Rimsky-Korsakoff's



GALLIC BEAUTY CHARMS DINERS
Yvonne Gall, leading soprano of Paris
Opera and Ravinia, who sang at the ban-

"Flight of the Bumble Bee," which was the daintiest and most attractive bit of entertainment imaginable.

The music for dancing was provided by an excellent NBC orchestra directed by Harry Kogen, and it was so enjoyable that there was much complaint when dancing was brought to an end a little before midnight. Even the oldtimers were just getting warmed up.

The dinner prepared by maitre Dahlberg was the best in character,



GOLDEN VOICE AND MANNER Edward Johnson, idol of grand opera and concert, who made banquet guests happy.

quality and service which packers have ever had set before them at such affairs. The menu:

CANAPE CARDINAL

CONSOMME DOUBLE BRUXELLOISE
CELERY MIXED OLIVES NUTS
TOAST MELBA

* * *
WHITEFISH MARGUERITE

SUPREME OF GUINEA HEN, WITH HAM BACON AND MUSSIROOM POTATOES AMANDINE NEW PEAS AU BEURRE

SALAD PANAMA, LORENZO DRESSING SWEDISH WAFERS

> FANTAISIE INSTITUTE PETITS FOURS DEMI-TASSE

On Tuesday the ladies were taken for a special trip to two of Chicago's new and famous institutions, the Shedd Aquarium and the Adler Planetarium. At the aquarium they saw exhibits of sea life from all parts of the world, even though the stocking of the aquarium has not been completed.

At the planetarium, which is the only one of its kind in America, and one of less than half a dozen in the world, they were given a novel exhibition. The stars in their orbits were made to move as they do in the heavens, and it was a "star performance" in fact as well as in name.

In the evening the ladies were entertained at the Selwyn theatre at a performance of the musical comedy, "Strike Up the Band," and it was noted that they had a liberal number of male chaperons in attendance, also enjoying the show.

Ladies at the Banquet.

For the first time in 25 years ladies were admitted to the banquet. Perhaps that was why the decorations of the Palmer House ball room were the most effective they have ever been. It was a beautiful setting, and maitre Muller's white-uniformed and red-sashed waiters did their famous military stunts before and throughout the dinner.

Uniformed trumpeters signalled the entrance of guests of honor, and later of a procession of chefs and waiters who carved and served the choice steaks which were the main course of the menu. The procession with the illuminated dessert also was a feature.

A large and somewhat unnecessarily vociferous band played during the dinner and made conversation difficult. But the solo program made up for it.

Two of the great voices of the world were on the program, and two of the most gracious personalities of opera. Madame Yvonne Gall, soprano of the Paris Opera AND Ravinia, sang a group in French, and captivated the assem-



TWINKLING FOR THE DINERS
Florence Vaughn, Lee Foley, and Marion Finholt, dancers who furnished part
of the entertainment during the Monday
night dinner.

blage with the beauty of her voice and the Gallic charm of her personality. Edward Johnson, tenor of the Metropolitan AND Ravinia, sang the famous first-act aria from Puccini's "La Boheme," and followed with a Kipling ballad set to music by Edward German. Later the two thrilled the audience with a dramatic rendition of the last scene from Gounod's "Romeo and Juliet." It is safe to say that no such music has ever before reached the ears of a packer audience.

That packers appreciate such enter-

tainment was shown by the attention and applause. If future committees are in doubt, let them keep this in mind before reverting to the "ham and" type of dinner programs.

The banquet menu:

HORS D'OEUVRE
MOUSSE DE JAMBON AU CAROLINES,
DIVERSES

CELERY OLIVES

CLEAR GREEN TURTLE AMONTILLADO CHEESE STICKS

ALMONDS

FILET OF STRIPED SEA BASS, MARGUERY CUCUMBERS NOISETTE

EXTRA SIRIOIN STEAKS OF PRIME BEEF FRESH MUSHROOMS

POTATOES MACAIRE
FRENCH STRING BEANS PROVENCALE

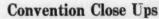
SALADE BIMINI WAFERS

BOMBE AMERICAN
PETITS FOURS MIGNARDISES
DEMI-TASSE

As part of the record it is interesting to note that both Maitre Dahlberg at the Drake and Maitre Juan Muller at the Palmer House were of the staff which provided the famous packer banquets of 20 and more years ago, in the Gold Room of the Congress, tales of which are still repeated to the later generation of convention visitors.

Ladies' Committee.

Hostesses who served in entertaining the visiting ladies were: Mrs. H. J. Williams, chairman; Mrs. Alonzo N. Benn, Mrs. H. R. Davison, Mrs. D. J. Donohue, Mrs. H. G. Ellerd, Mrs. Carl Fowler, Mrs. G. J. Stewart, Mrs. Wm. Whitfield Woods.



Fine, snappy convention weather.

And a snappy convention.

Sunshiny and dry outside and underfoot. Not so dry inside, either in the program or otherwise.

Oases were numerous above stairs, and even in dinner-dance hip-pockets. This is one place B. A. I. inspection doesn't cover.

MISSING—Jay Hormel's "three guardsmen." Ralph Daigneau was on hand, but looked lonesome without Sturman and Corey. Must be busy up at Austin.

MORE MISSING—Thomas E. Wilson (hunting in New Mexico), George Franklin (settling an estate), Fred Tobin (also b'ar huntin'), George Casey (building a bridge), Tom Breslin (Los Angeles is a long way from Chicago). Even F. Edson White had to hustle to make the last session.

Being the "silver anniversary" of packers' meetings, it did not seem natural without "Con" Yeager of Pittsburgh. He has missed only 2 in 25

Sam Stretch the spice man kept his record clear. It was his 24th consecutive.

John Allen out in Los Angeles sent his regards to the old-timers. Hopes to come next year.

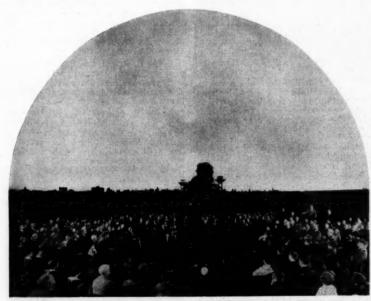
James G. Cownie of Buffalo was missing, but faithfully reported the reason. Bet you can't guess what it was—bowling on the green! No, not the kind going on in the 01 parlor suites! Jim really was getting some old-fashioned British exercise on the turf, when he slipped and fell, injuring his hip. At three-score-and-ten this was no joke, so he had to pass up the meeting, to his regret and that of his army of friends.

Jesse Dietz of American Stores, Philadelphia, can't monopolize the spotlight as chain-store magnate any longer. Dan McGoldrick of First National, Boston, and T. F. Snodgrass of McMarr-Snodgrass, Denver and points West, were among the big chain executives present. The "new era" is bringing packers and other food men closer together.

"What do you thing about these packaged meats, anyway?" was a frequent query. Those who listened to the speakers—including Dr. Mohler—got an earful in reply to their question.

There were so many good things on the convention program that it reminded John Hall of the negro preacher's sermon on miracles. Said he: "My beloved friends, de greatest of all miracles was 'bout de loaves and fishes. Dey was 500 loaves and 2,000 fishes, and de twelve apostles had to eat 'em all. De miracle was dey didn't bust!"

One of the pioneers with a 24-year convention attendance record was Charles Christman, of the West Carrolton Parchment Co., West Carrolton, O. He hasn't missed a meeting since 1907. Talking with Louis A. Sucher of the Sucher Packing Co., Dayton, O., about the recent death of the elder Sucher, Mr. Christman recalled that he was Charley Sucher's first customer for



CONVENTION GUESTS GET A LOOK AT STARS BY DAYLIGHT
Visit to the unique Adler Planetarium was one of the novel features of the
convention entertainment program. On the dome are shown the stars as they move
in their orbits (that is, those that move): A distinguished astronomer explains the
spectacle.

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bologna way back in the '80s, when he started his peddler wagon out through Ohio.

Among the first-timers at a packers' convention were Charles E. Brandes and Harry F. Trautman, of Brandes & Trautman, meat packers of Elmore, Ohio. The discussion on meat inspection especially interested them, as they believe in inspection and have been battling for county inspection in their territory.

Broker H. L. Woodruff of New York was one of the early arrivals.

The Cincinnati Kahn clan was represented by Louis E. Kahn (elected director of the Institute), Mrs. Kahn, Miss Ruth Kahn and Louis Kahn, Jr. (boy orator), and General Sales Manager R. L. Treinen and Mrs. Treinen. Albert Kahn still refuses to get a divorce from that model packing plant.

James Frank of Toledo not only boosts his own quality sausage business, but has time to push along the cause of good merchandising wherever he goes.

W. F. Schluderberg, Jr. (Institute director and committee leader), was there with his charming wife. The world is brighter wherever this pair travels.

Bruce McCulloch, famous livestock market daily editor, stopped en route from Omaha to Washington, where he had been called to testify in the packers' consent decree hearing. Two more famous livestock market editors—E. S. Bayard of Pittsburgh and Charley Snyder of Chicago—got together to compare notes on the situation. The daily and magazine press hasn't anything to beat this trio for real class.

Johnny King, Omaha livestock commission man, was one of the regulars.

The happy Pittsburgh delegation en route to Chicago included Geo. N. Meyer of Fried & Reinemann, with Mrs. Meyer, George Hess, of Oswald



NARY A WORD ABOUT BUSINESS
Sam Stretch the spice man hasn't
missed a convention for 24 years, but you
notice how he keeps his mouth shut—no
shop talk at conventions for Sam.

& Hess, with Mrs. Hess, and Oscar Fischer of the Wm. Zoller Company. E. H. Reinemann, who participated in the first convention in 1906, couldn't come to the silver anniversary meeting. George Meyer, however, lived up to his reputation for making them sit up and take notice with his meat inspection talk.

Fred A. Vogt of Philadelphia smiled on the meeting from the first sectional session clear through to the finish, taking care not to miss any practical points. Fred has joined the ranks of the meat canners since the success of his (actually) skinless franks. When he gets in his new plant, then watch his smoke!

Howard R. Smith, prop of the association in the old days, and still loyally supporting industry activities, was present with Ned Hayden to represent the Baltimore brokerage fraternity.

Those heavenly twins of the Eastern end of the Institute constellation—Pendleton Dudley of New York and Norman Draper of Washington—were on hand to help steer the ship. Mrs. Draper chaperoned.

President Samuel Slotkin of Hygrade was surrounded by an admiring bodyguard wherever he went. Arthur Cushman and Leo Joseph kept them from stepping on the chief's toes.

Frank Keigher always was popular: this year more than ever with the "red hot" candy sandwiches he dispensed at the Caton Printing Company's booth.

One of the newcomers was H. R. Sage, of the Mutual Sausage Co., Philadelphia. He says it won't be his last.

President R. E. Ottenheimer of Ottenheimer Bros., Baltimore, shed the light of his happy countenance on the convention precincts. R. E. is a famous "jiner," and has organized more than one association, but this was his first view of the packers' meetings. He says they have real class.

Jesse Dietz—who buys for 894 American Stores meat departments puts it briefly this way: "I am paid to own product as good and as cheap as possible, and then merchandise it." As Patrick Henry said (slightly paraphrased): "If that be grave-digging, then make the most of it!"

Charles F. Kamrath. packinghouse construction and operation expert, arrived on Sunday direct from Russia, where he has spent a year surveying the packing situation for the soviet government, all the way from the Ukraine to Vladivostock, and from Archangel to the Caucasus. Get him to tell you about Russia!

Max Chernis of the Boston Sausage & Provision Co. never misses a meeting.

H. A. Amberg, president of the C. A. Durr Packing Co., Utica, N. Y., represented that live organization at the convention, and looked forward to his 50th anniversary in the business. Herman is a famous host at home, and the same away from home.

E. D. Henneberry, of the Hull & Dillon Packing Co., Pittsburgh. Kas., brought with him his wonderful mother, widow of one of the great pioneers of Western meat packing, and his brother John Henneberry. Mrs. Henneberry attended the banquet just like a regular.



AN EXPERT DEMONSTRATION
Will Davis of Swift giving an exhibition of his skill at sleight-of-hand, with
Bob Carter the expectant beneficiary.

"Steamboat Frank" Reed of Philadelphia, iron hat and all, added flavor to the convention vintage.

Chas. W. Dieckmann introduced his grandson to the convention attractions. A chip off the old block.

Another "father and son" act was put on by Fay Murray of Nashville and his son. From the looks of things dad will soon have to step aside.

"Doc" Hayes of Seaslic couldn't keep away from his old Armour pals. Just like home.

Jim McCrea of the Ohio Provision Co., Cleveland, past president of the association, said he attended especially to meet his old friends. And he did, with bells on.

T. W. Taliaferro, head of Hammond Standish, Detroit, was present with Mrs. Taliaferro. It was Tom's first convention in ten years, and it is suspected that the temptation to meet such old pals as George Hormel and George Marples was too strong. Always a bulwark of association enterprises, his presence helped along at the silver anniversary.

Leslie E. Griffin, terpsichorean champion and trading wizard, was on hand with partner H. G. Davy of P. G. Gray & Co., Boston. A team that can't be beat.

Henry Neuhoff of Nashville brought along Lorenz of Atlanta, where it isn't as cool as on Chicago's lake front. The Atlanta Neuhoff forgot his overcoat, and a Chicago clothier made a sale.



NOW THEY ARE BOTH EXES
Albert T. Rohe and C. B. Heinemann
can afford to smile at responsibilities no
longer theirs.

H. P. Hale of Boston lends more dignity to the meeting each year with his snowy crest and his genial smile.

Fred and Ed Schenck of the Columbus Packing Co. took in everything, but kept an eye on the business just the same.

M. C. Teufel and R. C. Theurer represented the Theurer-Norton Provision Co. of Cleveland. Marty Teufel is another one of the veterans whose opinion is valued.

D. J. Gallagher, B. J. Odell and H. L. De Ford of the D. J. Gallagher Brokerage Company attended the banquet at the Palmer House, renewing acquaintances and enjoying the festivities. D. J. Gallagher was noticeably prominent among the lady guests.

The Miller & Hart organization was represented by D. V. Colbert, A. Crooks, M. V. Dant. R. I. Rezanka and William Tapson at the banquet.

Roberts & Oake had a large representation at the dinner. Many of the heads of the various departments accompanied President Charley Roberts. These included, besides President C. J. Roberts, P. J. Costello, E. C. Dunnett, J. W. Roberts, H. S. Turner, A. G. Rose, A. E. Long, J. P. Hassey, H. E. Rosner and Harry G. Bartruff.

Joseph Boyle, prominent packer from Boston, was busily engaged during the convention, calling on former friends in Chicago and renewing old acquaintances, who were attending.

Charles H. Knight and T. E. Ryan of the Louisville Provision Company, Louisville, Ky., were visitors at the convention.

T. C. Casey, superintendent, Wilson Provision Company, Peoria, Ill., made a business and social trip to Chicago for the convention.

William Murphy, head of the firm of Murphy Bros., livestock buyers at the Chicago Yards, found time to attend the convention and the banquet, meeting many of his out-of-town customers.

Otto Finkbeiner, president of the Little Rock Packing Co., Little Rock, Ark., never fails to attend the convention.

Call the roll of Raths—President John W. Rath, Howard Rath, Reuben A. Rath—these represented the Rath Packing Co., Waterloo, Iowa. Looking back into the records, we discover the name of J. W. Rath as a participant in the first convention of 1906.

H. A. Tenbrunsel represented the Power Packing Plant, Nashville, Tenn. Just as genial as ever, and helping everybody to have a good time.

When Sol Westerfeld of Chicago began his merchandising talk with that droll story of the cough-drop salesman the packers discovered another retailer who could ornament a program. Sol has been ornamenting programs for many years, but he and the packers have just discovered each other.

Another good story at the Tuesday session was Colonel Sherrill's tale of the telegrams. That was one time a United States senator shut up.

W. A. Johns of Jersey City handed out a few souvenirs of his European trip. Which European trip, Bill?











CONVENTION CONVERSATIONS

1—R. H. Gifford of Chicago and W. A. Johns of Jersey City, two of Swift & Company's super-products of the Premium line. No, not hams!

2—Louis Kahn, jr., talks it over with sales manager R. L. Treinen of E. Kahn's Sons Co., Cincinnati.

3—John Burns, general superintendent emeritus of Swift & Co., and James Brady, Newark executive, still in the harness and going strong.

4—The famous Institute "brother act." Lorenz Neuhoff, White Provision Co., At-

The "G" in Griffith seems to stand for Genius. Something new all the time.

President Max Matthes of the Wilmington Provision Co., Wilmington, Del., took his turn at attending, vice president George Casey remaining at home to run the plant and finish the Delaware bridge.

President W. R. Grove and vice president H. A. Palmer represented T. M. Sinclair & Co., Cedar Rapids, Iowa. Colonel Grove is another food executive graduated from the army.

John Tiedemann, genial head of Tiedemann & Harris, San Francisco meat packers, attended the convention, greeting a host of old friends.

Arthur Levi, president of Berth, Levi & Co., New York and Chicago, was in the neighborhood of the convention, but modesty made him hard to discover.

E. W. Searle, of Portland, Ore., right-hand man for Big Chief Snodgrass of the McMarr-Snodgrass stores, came early to get all the practical points. He can give a few pointers on meat merchandising, too, when it comes to that.

Mrs. G. H. Nuckolls, president of the Nuckolls Packing Co., Pueblo, and Miss Della Nuckolls were accompanied this year by superintendent Arthur S. Smith and sales manager A. D. Curtis. An efficient, happy, successful organization.

E. L. Crist of the Little Rock Packing Co. preceded president Otto Finkbeiner, coming for the sectional meetings.

Frank McNiff of the Arizona Packing Co. was a typical example of the younger generation of packer executives attending the convention.

S. S. Conway, superintendent of the Miles Packing Co., Cape Girardeau, Mo., was missing. Steve has been in the hospital, but is now at home recovering rapidly. His genial countenance was missed.

A. T. Pratt of the Paterson Parchment Paper Co., celebrating his 24th convention, was bell-wether for a large delegation of Paterson executives, including sales manager C. H. Cashmore and Jos. X. Gubbins, Chicago manager.

Treasurer Joe Daniels of the Daniels Mfg. Co., Rhinelander, Wis., attended the sectional meetings, but went home early to attend to business and a bum foot.

Harry Bartruff, right bower of Roberts & Oake, was on hand from the start. Harry was one of the old originals, and he is not ashamed of it.

F. R. Strohmeier, of the Strohmeier Provision Co., Jersev City, N. J., ventured into the wilds of Chicago without coming to any harm.

One of the ladies attending the convention, Mrs. Sam Hoffheimer of Birmingham, Ala., was recognized by a host of former Chicago friends as the

lanta, and Henry Neuhoff, Neuhoff Packing Co., Nashville.

5—Brothers though not in blood. President Otto Finkbeiner, Little Rock Packing Co., and president Richard T. Keefe, Keefe-Le Stourgeon Co., Arkansas City, Kas.

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Miss Jacobs who was secretary to Thomas E. Wilson when he was general manager of Morris & Company many years ago.

The dean of packinghouse refining experts, W. B. Allbright, was about the convention halls with those twin jewels in his crown, John and Norman Allbright. Dad has reason to be proud, and easy in his mind.

D. W. Allerdice, of Kingan & Co., Indianapolis, recalled the day 25 years ago when his father was elected one of the charter directors of the association, and later president. Joseph Allerdice was president of the Indianapolis Abattoir Corporation up to the time of his death.

Two who never miss a convention are Beattie and Carl Balentine, of the Balentine Packing Co., Greenville, S. C.

The distinguished Dold delegation from Buffalo was headed by president Edwin C. Andrews, and included vice presidents W. F. Price, Grant Talley and B. A. Braun, and secretary J. N. Scully. Following the meeting they made a visit of inspection to the Omaha and Wichita plants.

G. A. Billings of the Cudahy Bros. Co., Cudahy, Wis., helped superintendent Harry Hunt uphold the reputation of the Peacock house at the convention.

President L. E. Dennig, Al. Bischoff and L. S. Dennig of the St. Louis Independent Packing Co. chaperoned a charming feminine delegation to the convention.

Clarence Kunzler and G. W. Birrell represented the aggressive Chris. Kunzler of Lancaster, Pa., at the meeting.

President B. G. Brennan and vice president Charles E. Herrick of the Brennan Packing Co. lent the dignity of their presence to the convention proceedings.

Vice president J. W. Codling and M. I. Sullivan of the Albany Packing Corepresented that hustling modern organization at the meetings.

Carl A. Luer and O. S. Catt of the Luer Bros. Packing Co., Alton, Ill., took the place of the popular "Uncle August" Luer, who was one of those attending the first convention in 1906.

General superintendent R. E. Yocum and sales manager Dan Donohue of the Cudahy Packing Co. were everywhere during the convention days, and missed nothing worth while.

H. P. Henschien, arbitrator of prize ideas, and specialist in sartorial style, both packinghouse and personal, helped to make the meeting a success.

Sales manager Walter Macfarlane and superintendent Max Frankel of the Sullivan Packing Co., Detroit, are the inseparable convention twins.

H. A. and H. R. Elliott represented that hustling packing concern of the Lake Superior region, Elliott & Co., of Duluth, Minn.

One packer who is always on hand for a worth-while meeting is C. E. Field of the Field Packing Co., Owensboro, Ky.

George M. Foster, vice president of John Morrell & Co., Ottumwa, Iowa, was in a camera group with Oscar Mayer and A. D. White, but somebody

cracked the plate, which probably pleased the modest G. M.

When president Robert S. Sinclair of Kingan & Co. pinned the gold buttons on the 50-year men the camera man got excited and pushed the button too soon, and the picture was spoiled. Hard luck.

M. J. Hennessey of the Dunlevy-Franklin Co., Pittsburgh, Pa., represented that company at the meetings, with weight enough to make up for George Franklin's absence.

President Harry I. Hoffman of the J. S. Hoffman Co., Chicago, was a worthy successor to his lamented brother, Jacob Hoffman. And ably supplied by Meyer Katz and L. J. Zehler.

President C. S. Hughes of the Hughes-Curry Packing Co., Anderson, Ind., made notes on all worth-while proceedings.

The Hormel roster included chairman George A. Hormel, president Jay C. Hormel and John G. Hormel, as well as vice president R. H. Daigneau and several others of that remarkable organization.

President Frank A. Hunter of the East Side Packing Co. is too serious to smile these days, with all his official and executive responsibilities. But the smile still lurks underneath, just the same.

The head of the Jamison and Stevenson Cold Store Door Companies is still the same J. V. Jamison he was in the early days of packers' conventions. It would not be a meeting without him. He had general manager F. M. Fuller with him this year.

E. J. Ward of United Cork is camera shy, but not business shy or social shy. There's only one Ed Ward.

General E. G. James was present with his able staff and his quiet smile and handshake. They have to get up early and go to bed late to escape Ed.



IN DAYS OF AULD LANG SYNE
Harry Osman used to be the big buyer
for Morris & Company and "Doc" Hayes
was a government inspector and then an
Armour operating executive. Now Harry
is an Institute department head and
"Doc" heads the Seaslic spice organization.



YOU'D NEVER SUSPECT IT.
This is a sketch from life of Arthur
D. White of Swift & Company. The artist is packer Howard McCall, of Chattanooga, Tenn.

G. C. Kuhner, of the Kuhner Packing Co., Muncie, Ind., is one of the real veterans.

Harry Lavin of the Sugardale Provision Co., Canton, O., was content to absorb ideas this year.

E. F. Lavan of Philadelphia checked up on convention visitors among his clientele.

From Tennessee came D. G. Madden of the East Tennessee Packing Co., Knoxville. He seldom misses a meeting.

Harry and Julius Manaster represented the marvelolus Manaster plant and products at the meetings.

The famous former "night mayor" of Chicago was present at the banquet with the famous former mayor as his guest. Of course we refer to Oscar Mayer, sr., and Carter Harrison.

R. D. McKee of the Home Packing Co., Terre Haute, Ind., was seen conferring, with his former chief, J. A. Hawkinson.

General sales manager J. J. McAleese of the Pittsburgh Packing & Provision Co. got a lot of new points for his famous sales force at the meetings.

Myron McMillan, of J. H. McMillan & Co., St. Paul, Minn., took his turn coming to the convention. You can see Myron coming a long ways off.

Among the familiar figures missing this year were two beloved veterans of the organization—Fred Burrows and R. W. Howes of Swift & Company, who have passed away—and J. F. Smith, who expected to attend, but was confined to his home by illness.

You can't keep general superintendent Wm. H. Patrick of Kingan & Co. from a meeting where something practical is being talked about.

O. A. Anderson of the V. D. Anderson Co., Cleveland, O., the expeller press authority, was present with E. T. Pittock of his staff.

J. S. Scala of Utica, N. Y., was kept busy telling conventioners about his new nut sausage. (P. S.—Not a joke, but a money-maker.)

J. F. Tippett of the International Products Co., New York and South America, was an early arrival.

Harry M. Shulman of Hammond Standish & Co. was happy over the presence of the boss at the convention. The "Boss" crowd from Cincinnati included Daddy Dupps and son John, Oscar and Gus Schmidt, Albert Lloyd, L. R. Rosenberg, W. H. Sweet and J. E. Castino. The "Boss" was unable to attend because of illness, but we know he was with us in spirit.

Although George Mayer of Paterson Parchment was unable to attend this year, he was ably represented by C. H. Cashmore, Walter J. Cox, Jos. X. Gubbins, A. E. Grossmith, A. T. Pratt, S. W. Jones and J. Andrews.

The "Big Ten" ordinarily refers to Midwest university football teams, but here is a "Big Ten" that is fast and dependable every day in the year—the Kennett-Murray Livestock Buying Organization—look them over: W. L. Kennett, F. L. Murray, C. B. Heinemann, B. F. Pierce, J. A. Wehinger, H. L. Sparks, E. R. Whiting, C. J. Renard, R. J. Colina and J. T. Brown, jr.

Attending his first convention with a lot of enthusiasm and much appreciation was F. M. McNiff of the Arizona Packing Company, Phoenix, Ariz. Only a few weeks ago Phil Tovrea and his wife passed through Chicago enroute to New York to meet E. A. Tovrea, president of the company, who was returning from Europe. It was regretted that they could not stay to take part in the convention.

Up in Rhinelander, Wis., they turn out paper properly printed for wrapping meat products and they also turn out regular attendants for the convention. John A. Wesley of the Rhinelander Paper Company and J. S. Daniels and Ernest Draheim of the Daniels Manufacturing Company were the "big three." Added to this was Mike Wesley, Chicago manager of the Rhinelander Paper Company.

The new addition to the plant of The Globe Company was ready for inspection during the convention. Many found it convenient to make the trip to the plant, which practically adjoins the Stock Yards, and found a cordial welcome awaiting them from president Chas. Dodge. In addition to himself Mr. Dodge had the following men representing his company at the convenion. Tom Zapf, W. D. Moorehead, W. S. Steffan and Oscar Beidermann.

This year it was Mr. and Mrs. Carl Fischer who represented the Fischer Packing Co., Louisville, Ky., and although it was not a honeymoon, it was still in the early stages. Henry Fischer has been slightly under the weather recently and regretted to be absent.

How about calling Ira V. Newman of the United States Cold Storage & Ice Company "Sure Cure Newman"? An appropriate name for a gentleman whose specialty is that of curing. He was on the job every day.

Walter Best and Bill Donovan, the well-known team, were pulling together in their well-known fashion for the entertainment and comfort of their many friends.

There is a suspicion that Doctor Mohler looks forward to packers' conventions with a considerable degree of pleasure. The feeling is mutual. May his shadow (not referring to W. P. J.) never grow less.

Manny Heyman of Berth Levi & Co. rushed back from the Southwest, where he had been for several weeks, to greet his many friends and acquaintances.

From Omaha and St. Joe came E. K. Corrigan and R. G. Symon, well-known live stock order buyers, who operate in Kansas City in addition to the two cities mentioned.

The Visking display was most unusual and especially interesting. All sizes, kinds and styles of sausages were on display, showing the value of Visking casings. Packers and sausage manufacturers from all points of the country were represented in this display. Some of the staff of the company in attendance were president E. O. Freund, director of sales H. R. Medici, E. J. Manion, A. F. Pahlke, D. G. Roberts, H. J. Elliott, Julius Lipton, Wm. F. Hasson, Frank G. Boyd and J. H. Jeter.

The Jourdan brothers, Louis and William, together with F. D. Wetzel, divided their time so that each meeting was attended. The Jourdan Packing Company is an exponent of quality sausage and meat products and supporters of association activities to better conditions.

The Diamond Crystal Salt foursome was composed of W. H. Dolan, C. E. Warner, A. F. Jaumann and C. C. Vandyne. To make it easy to record the "high lights" of the meeting, a memorandum pad, in a leather holder, called "Things To Do Today," was distributed with their compliments. A very handy small pocket-knife was also given as a souvenir.

The champion of "Build business by better sausage" is none other than Bill Gausselin of the Mutual Sausage Company. He is very active in association work in Chicago and also gives freely of his time to the Institute in his capacity as chairman of the Sausage Committee.

Ira Loewenstein, president of the



TWO OLD TIMERS REUNITED.
John L. Crocker, a packer at Joplin,
Mo., for 26 years, and Springfield, Mo.,
for the past 3 years, and Chas. W.
Dieckmann of Chicago, ex-packer and
packer's best friend.



DON'T SAY MUTT AND JEFF
Because you would be doing an injustice to Henry Cohn, the man who put the Automatic sausage linker on the map, and the one and only "Joe" Ils, freight mogul of the Grand Drunk Railroad. Joe is thinking of buying a linker to take care of his muskeleunge catch.

Superior Packing Company, and Reggie Pierce, the vice-president, were on hand to greet many of their old customers and friends whom they serve from both the St. Paul and Chicago plants.

The stockinette king, Fred Cahn, and his right-hand man, Bob Rosenthal, cover lots of ground, the same as their stockinette bags cover lots of meat. With several new added lines, such as smoke sticks, square meat smokers, etc., they are helping packers and sausage manufacturers solve many problems.

J. W. Hubbard appeared in a new role at this convention as head of the J. W. Hubbard Company, manufacturers' representatives, specializing in packinghouse and sausage manufacturing equipment.

That dapper individual, seen for one brief period during the convention, was none other than Mike Leopold, president of the Morris Paper Mills. Mr. Paul Walker, the vice-president, and Ralph Denton were in attendance early and late, talking to their customers and friends about merchandising problems.

Last year C. E. Martin of the Illinois Meat Company attended the convention on crutches, and it was pleasant to see him moving around again without need of such support.

The Famco sausage linker was on display, showing many new improvements. R. T. Randall, sr., and K. G. Potts were in attendance, representing the R. T. Randall Company, who are manufacturers and distributors of the Famco linker.

The Kleen-Kup representatives were C. P. White, W. G. Lewis and H. B. Cannon. They sure know their packaging.

The American Car & Foundry Company are now building refrigerated and insulated motor truck bodies for meat packers and sausage manufacturers and

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had their representative, Arthur G. Wood, on hand to learn more about the packer's problems.

O. S. Anderson and J. C. Lundmark, the Anderson Expeller boys, were on the job radiating a lot of good cheer.

The Anco squad was headed by W. B. Allbright and his two sons, John and Norman. W. B.'s contribution to the packing industry is a splendid example for his engineers and salesmen to follow, and it is well reflected in the following men of his organization: A. O. Lundell, W. D. Broughton, C. E. Genung, N. F. Handlan, K. D. Kubaugh, J. E. Mellon, F. Oldenberg, A. E. Ozonf and H. A. Scherer.

James A. Greenlee, the well-known dispenser of parchment paper, as well as waxed and other kinds of paper, was particularly interested in the merchandising session, to which subject he has made no small contribution.

Walter Frank, the well-known Milwaukee sausage manufacturer, attended as such, and also as the head of one of his other companies, the Sausage Manufacturers' Supply Company. Walter has a new idea for meat packers and sausage manufacturers, which was demonstrated during the convention, and which will be broadcast very soon.

Walter Richter is the proud possessor of that smile that makes you happy. Did you get yours?

Charlie Dieckmann is like Buick when better knives and plates can be sold, he will sell them. To fulfill this promise, Charlie is bringing along his grandson, who is also mechanically inclined.

A. V. Crary, general manager of sales, and Eugene J. O'Connor were on from New York, representing the Continental Can Company. Much of the success in canning meat products has been due to the excellent cooperation of this company and the American Can Company in putting their laboratories at the disposal of the packers.

Sam Heymann, Brooklyn's retail wizard of the old days (still going strong), made his first visit to Chicago, but not his first to a packers' convention. Sam is a social soul, as you'll discover if you ever hit Brooklyn.

Dr. Jones of Dry Ice was there with his contemplative pipe, saying little but observing much. E. P. Gerety, also of Dry Ice, felt right at home among his old packer pals.

E. L. Thomas, of the U. S. Department of Commerce, was an official visitor. He was discovered "way back whenning" with John Hall on Sunday evening, for Thomas used to be in the fats and oils end of the business along with John in the old days.

Harry Lax upheld the reputation of the F. C. Rogers Philadelphia organization. Cooper Rogers knew how to build.

Henry Cohn, the Automatic Linker champion, brought Mrs. Cohn for her first visit to a convention. Now we know where Henry gets his inspiration.

W. W. Bowers, sr., general manager of the Albert Lea Packing Co., had a

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Address THE NATIONAL PRO-VISIONER, 407 So. Dearborn st., Chicago. Remit with order.

reunion with W. W. junior, who works for Wilson in Chicago.

One of the most popular headquarters at the hotel was the suite of the Oppenheimer Casing Co., where officials of the company entertained the trade in their usual quiet and dignified way. President Harry D. Oppenheimer was assisted by Frank A. Louer, Martin Hirsch, Henry Marx, M. S. Holstein, Gordon Nussbaum, Myer Samler, Noah Berkowitz and Seymour Oppenheimer.

Charles Haman put the J. P. Grant brokerage organization on the map at a packers' convention. A lucky break for Grant when they got Charley.

Irvin A. Busse buzzed his forwardlooking ideas into the minds of many packers. Watch them work out.

The Kingan organization had distinguished representation in president R. S. Sinclair, chairman John R. Kinghan, vice president A. C. Sinclair, A. E. Sinclair, T. G. Sinclair and Howard Ferguson. Kingan is keeping right up with the "new era" in meat merchandising.



THE INDISPENSABLE JOHN
Popular Fouseman of the Drake Hotel,
John Kaufman, who for years has been
everybody's friend at convention time.

PROTEST CODE CHANGES.

Resolutions adopted by nearly 100 trade association executives, at their recent convention at Niagara Falls, called on the Federal Trade Commission to drop its present revision of trade practice codes which have already been approved by the commission.

The resolutions protested against wholesale revision of rules as approved in the codes, and suggested that individual rules be altered from time to time after specific cases had shown that the rules were being used to foster illegal practices.

Revision of trade practice conference rules will not be made effective by the Federal Trade Commission on October 25, but will be postponed until November 15, according to a verbal statement made on October 21 by Garland S. Ferguson, jr., chairman of the commission.

The changes in the rules proposed by the commission are designed to outlaw only those practices forbidden by the federal anti-trust laws.

Hamper Trade Practice Progress.

Abram F. Myers, former Federal Trade Commissioner, discussed before the trade association executives the fundamentals of the relation of government and business, the regulation of business practices by the government, and self-regulation of business.

He quoted the Supreme Court decision that the test of the legality of a practice which restrains trade is whether it merely regulates and thereby promotes competition, or whether it is such as may suppress or even destroy competition.

Mr. Myers asserted that the action of the commission, in reversing its policy toward trade practice rules, has destroyed the confidence of business in the commission and has prevented the commission from being the useful force its creators intended.

He discussed in detail some of the proposed revisions in rules and their effect on business, concluding that "progress in business standards and ethics will receive a severe setback if the Federal Trade Commission shall persist in its revisions and rejections of trade practice conference rules, particularly if it adheres to the position that such changes and eliminations are required by the anti-trust laws."

The code of trade practices under which the meat packing industry operates is not directly affected by the proposed revision of rules by the Federal Trade Commission. This industry's code by law comes under the supervision of the Secretary of Agriculture, and is under the immediate administration of Dr. John R. Mohler, chief of the Bureau of Animal Industry.

THE NATIONAL rovisioner

Chicago and New York Member

Audit Bureau of Circulations Associated Business Papers, Inc.

OFFICIAL ORGAN INSTITUTE AMERICAN MEAT PACKERS

Published Weekly by The National Provisioner, Inc. (Incorporated Under the Laws of the State of New York) at 407 So. Dearborn Street, Chicago. OTTO V. SCHRENK, President. PAUL I. ALDRICH, Vice-President. OSCAR H. CILLIS, Sec. and Treas.

PAUL I. ALDRICH, Editor and Manager

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TERMS OF SUBSCRIPTION INVARIABLY IN ADVANCE, POSTAGE PREPAID. United States.....\$3.00 All Foreign Countries in the Postal Union, per year..... 5.00 Single or Extra Copies, each....... .10 Back Numbers, each.....

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Looking Ahead

Methods in some departments of the meat plant may undergo considerable change if pre-cut packaged meatseither fresh or frozen-become as popular as now seems possible. processes to prepare these meats probably will necessitate additional departments: changed methods of handling may mean the elimination of others.

Cutting methods for beef, pork, lamb, mutton and veal will undergo changes. New cuts probably will come into existence. Some will be special cuts originated by packers and bearing their brand names; others may become standard.

Meat is cut in the same way it was generations ago. There are many variations and economies which might be tried in working up the dressed carcass to advantage, especially beef.

Pre-cut, wrapped and packaged meats, if they are produced in large volume, will necessitate more study of quantity production methods. means now used for working up carcasses, halves, quarters and wholesale cuts will be inadequate to produce a great many times the number of pieces now needed.

Automatic cutting, wrapping, packaging and packing machinery will come into general use. Automatic conveyors may be installed much more extensively. Employes will have to be trained in new methods and processes and made familiar with new equipment. The meat plant will become more of a highlygeared producing machine and less of a processing business.

But before the plant can do these things it must not only be equipped properly, but the departments must be laid out carefully in respect to one another and to the processes that will be performed in them. When present production, even of a moderate-sized plant, is translated into consumer cuts in wrappings and packages, one begins to understand why the packer will have to get a new viewpoint on production and production methods. He must begin to think more in terms of power and less in terms of brawn.

How soon will the new conditions arpackers who are so fortunately situated meet the new situation.

that they can gradually transform their plants as the need arises and as demand for pre-cut, packaged meats develops. But before that time comes there may be packers who will need to rebuild their plants or who may want to do extensive overhauling and reequipping.

Cutting, wrapping, packaging, packing and handling several grades of beef. pork, mutton, lamb and veal may require considerable additional floor space. Economical methods of handling the cuts into and out of quick freezers, into and out of storage freezers and to shipping rooms must be devised. Perhaps more low temperature storage space will be required. Additional compressors, more and better insulated rooms. refrigeration in processing rooms, new brine and ammonia piping systems, space for conveyors and other new equipment and other factors also come into the picture.

Once the production of pre-cut, wrapped and packaged meats gets well under way, progress in processing and handling probably will be rapid. New developments in methods and equipment will come quickly. And the chances are that even the most carefully thoughtout initial methods of processing and arrangement of departments will soon become obsolete. And it is possible, in the rush to get ahead of competitors. that snap judgments will be acted on and policies formed without the benefit of accurate knowledge of all trade con-

On the other hand, if demand develops gradually the packer will have the opportunity to get in the game on a modest scale, to learn as he goes along, and gradually to get his plant on a highly-efficient producing basis without making costly mistakes.

The situation holds enough promise, it seems, to warrant close watching and such preparation to produce pre-cut, wrapped and packaged meats as seems justified by the developments. The packer who brushes the subject aside as not possessing possibilities and not worthy of some thought, study and preparation, on paper at least, may run the risk of being out-distanced later rive? It is of little moment to those before he can get into his stride to

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Practical Points for the Trade

Chorizos for Canning

Chorizos is popular in some sections of the country, particularly where there is a large Mexican population or people of Spanish extraction. Many native Americans also are fond of this meat

A packer who wants to put up this product in cans. says:

Editor The National Provisioner:

Please send us a recipe for manufacturing chorizos. We want to put up this product dry in cans and would like to have whatever information you can give us as to its manufacture, canning,

The method of manufacturing this product for the domestic trade is somewhat different to that used in preparing it for shipment to semi-tropical countries, particularly in the seasoning.

Formula and Seasoning.-The following formula has been used extensively:

50 lbs. lean pork trimmings

15 lbs. neck bone trimmings

35 lbs. fat pork trimmings

100 lbs.

Seasoning:

3 lbs. pimientos 2 lbs. granulated sugar

31/2 lbs. salt

1 oz. peeled garlic

3 oz. saltpeter

This seasoning formula is varied in some Latin - American countries include

3 lbs. sweet paprika

1/2 lb. half sweet or mildly hot paprika

2 oz. ground cinnamon ½ oz. bay leaves

14 garlic onions 1% oz. oraganum

to 100 lbs. meat. The usual amount of salt and saltpeter is used, but no sugar.

The meats should be coarse cut, preferably on the rocking machine, then the seasoning added. They are put in the cooler for from 48 to 72 hours at a temperature of 36 to 38 degs. F., to cure.

They are stuffed in medium hog casings, linked about five inches each. The stuffed sausage is then hung in the dry room until it is bone dry. It is important that it be thoroughly dried.

Canning. - This inquirer says he wants to put the product up in cans. It is customary to pack it in lard, prime steam lard being used for the purpose. Some packers believe that if the product is put through a vacuum pot, better results are secured than when it is put through the retorts.

If the sausage is packed in 1 lb. cans, it is cut in single lengths and packed straight up and down in the can. About

3 oz. of lard is then added, the cans are crimped and put through a vacuum pot at about 16 in.

On 4 and 12 lb. cans it is not necessary to cut in single lengths. The larger cans are handled just the same as the smaller, except that the 4 lb. can is given only about 12 in. instead of 16 in. in the vacuum.

While packing in lard is considered the safest practice in handling this product, it is sometimes packed dry. In this case the method of manufacture is the same, the product is packed tightly in the cans and a complete vacuum created so that no air remains in the can to cause spoilage. This can be accomplished readily with ordinary canning room equipment.

Temperature for Sausage

What is a good temperature for holding smoked meat and sausage? A Western packer writes regarding this as follows:

Editor The National Provisioner:

Please advise the proper temperature for holding smoked meat and smoked sausage, such as bologna, wieners, franks, etc.

Smoked and cooked sausage should not be held at a temperature below 45 degs., and 50 degs. is better. Some producers hold as high as 55 degs. Smoked bacon and ham may be held at similar temperatures, but it is well not to hold such smoked meats any longer than is necessary, as the packer must take considerable shrink in doing so.

Buying and Testing Sausage Casings

Do you know how to buy casings?

How many pounds of sausage meat do you lose a week through defective casings?

And when they arrive, do you know how to test them?

Practical hints on buying and testing sheep and hog casings may be obtained by filling out and sending in the following coupon:

The National Provisioner,
Old Colony Bldg., Chicago, Ill.
Please send me reprint on "Buying and
Testing Sausage Casings." I am a subscriber to THE NATIONAL PROVISIONER.

Name Street

Enclosed find 2-cent stamp.

Nitrite vs. Nitrate

The use of nitrite in the curing of meats calls for intelligent handling and care in mixing the curing ingredients. A small packer writes regarding the use of this product as follows:

Editor The National Provisioner:

We have been using a fast cure which we buy already prepared. Our understanding is that this consists only of nitrite and salt. Please tell us how much nitrite to mix with salt to produce a correct cure.

How much stronger is nitrite than nitrate?

Nitrite is ten times as strong as nitrate, so only one-tenth as much is used in a curing formula. This is a very small amount and must be thoroughly mixed with the sugar and salt or thoroughly dissolved in the pickle to get satisfactory results.

Because it is so strong and because it should be used in such small amounts. very often poor results are secured. Either it is not properly mixed or the curing foreman thinks he must use a little more than is called for.

For this reason it is sometimes regarded as desirable, especially in the case of the smaller curer, to use a reliable commercial preparation which is manufactured in large quantities with exact proportions of each ingredient. Better results are often obtained with such commercial preparations.

Producing Sheep Casings

What is the average cost of producing a hank of sheep casings? A Western producer writes regarding this as follows:

Editor The National Provisioner:

Can you give us an idea of the cost of putting up a hank of sheep casings and a hank of lamb casings? This would include pulling, cleaning grading and salting. Also, how is the yield

The average cost of pulling, cleaning, etc., of lamb and sheep casings should be around 35c per pound, or approximately 8c to 9c per animal.

The yield of casings varies at different times of the year. Sometimes it is possible to get 75 to 80 ft. of sheep casings and 65 ft. of lamb. At other times the yield will run as high as 100 ft. of sheep and 75 ft. of lamb.

It is rather difficult to judge domestic sheep and lamb casings, for in some sections of the country it does not pay to save them six months of the year, as the sheep casings are stony.

How hot should water be in the hog scalding vat? Ask "the Packer's Encyclopedia," the "blue book" of the industry.

Gain or Shrink in Curing

Gains or shrinks in curing are matters of interest to all packers. One Western organization writes regarding this as follows:

Editor The National Provisioner:

We are very desirous of securing definite information concerning shrink and gain from the porkcutting table through the pickle vats and the smokehouse. Can you give us some standards?

On this matter of shrinks and gains a survey was made in an effort to develop a table that would be fairly representative. This table proved to be unsatisfactory, as so much depends on the nature of the cure, the time and temperature in smoke, and the size of the cut.

The shrink or gain from the cutting room to the finished product is so variable, because of influencing factors, that it is unwise to attempt to draw conclusions. If a large gain is made in pickle, a correspondingly large shrink is likely to occur in smoke.

Bacon for slicing, for example, is dry cured and given a long smoke to help to make it good and firm. With such bacon a 12 per cent shrink is taken.

The following average shrinks are shown as the result of a large number of tests made on the various kinds of product:

11/16	Hrs. A	pprox Shrink
	Smoke	age
Reg. S. P. hams	22-24	6.5%
Reg. S. P. skinned hams	24-26	5.5
S. P. bacon, 8 lb. & under	22-24	10.0
S. P. bacon, over 8 lb.	24-26	9.0
S. P. picnics, 8 lb. & under	15-18	7.0
S. P. picnics, over 8 lbs.	18-20	7.0
S. P. boneless butts	20 - 22	13.0
S. P. briskets	12-15	10.0
S. P. jowl bacon	12-15	9.0
Fancy reg. hams	24-26	7.0
Fancy skinned hams	26-28	6.0
Fancy bellies	22-24	11.0

Oil-Gas for Smoking

Hard wood is expensive in some sections of the country, and one packer asks regarding a substitute. He says:
Editor The National Provisioner:

I am curing meats and making sausage and using hard wood for smoking. I find this pretty expensive. I would try gas but there is no gas supply nearby. Can you give us any help?

This packer might find an oil-gas burner advantageous for his purpose. Fuel oil or kerosene is used in this burner, and it is regarded as an inexpensive piece of equipment, particularly in the light of high-costing hardwood.

This burner also has the advantage of enabling the regulation of the heat. The oil can be turned off when the sawdust commences burning. Heat control results in a considerable saving in shrink in meats in the smokehouse.

If this inquirer's smokehouse is equipped with steam coils, the cost of operating such a burner would be small.

Operating Pointers

For the Superintendent, the Engineer, and the Master Mechanic

BETTER LABOR EFFICIENCY.

If all employes of a meat plant had equal mental and physical abilities, and if their inclinations, likes and dislikes were similar, it would be a simple matter for the packer to get from his working force a degree of efficiency approaching that he get from his machines.

But as workers do not come readymade, it is up to the packer who is striving to eliminate waste and keep his production costs low to make them over. At least he can try to fit them into positions, and to arrange working conditions, where their natural abilities can be used to the best advantage.

It is the rule in the meat plant, for example, to build all trimming tables the same height. At these work employes who are tall, medium and short. Is it any wonder that some of them accomplish more than others? The tall and short work at a disadvantage and under a physical strain that shows up in the day's accomplishments.

So far as the short people are concerned the situation can be corrected by providing them with platforms on which to stand. Those so tall that they must work in unnatural and cramped positions might be placed at higher tables, or transferred to other duties where their height will not be a handicap to them.

In one plant there is a battery of machines operated by foot treadles. To operate them it was necessary to lift

three times a minute for a working day, resulted in much labor which did not show up in the finished product.

For the first few hours of the working day the production per hour was high. However, as the hours passed, average production gradually fell off until in the late afternon it was hardly more than half what it was in the

the foot about 8 in. and bear down on

the treadle. Both operations involved

physical effort, which, repeated two or

morning.

In the effort to better the situation a platform 8 in. high on which the girls could stand was built in front of the machines. There was then no necessity for lifting the foot to the pedal. Also, instead of using the leg muscles to force down the treadle, the girls could accomplish the same result by simply resting their weight on it.

This simple expedient greatly decreased the physical effort necessary to accomplish the work. And it raised the average hourly output of the machines by close to 12 per cent.

The money paid out in wages in a meat plant in a year may amount to a rather large percentage of the capitalization of the company. The human machine represents a large outlay, and it would seem wise to give it attention in proportion to this investment.

Raising the efficiency of the personnel is not a simple or easy task, and cannot be done by slipshod and careless methods. As far as possible those fitted physically, mentally and tempermentally should be picked for the particular tasks. And once on the job, conditions should be made such that they will be encouraged to do their best.

A study of each worker, or group of workers, often yields much information of value and brings to light facts on which worth-while savings can be made.

OIL VALUES VARY.

By W. F. Schaphorst, M. E.

Some meat plant engineers seem to think that one lubricating oil is about as good as another, and that all this talk about quality of oil is mostly "bunk."

They are mistaken, however. Recently a letter was received from a meat plant which proves that there is a decided difference in the lubricating value of oil. The writer says:

"Before using this new oil we had to oil four bearings on one machine about every hour and a half. Since using the new oil we oil it twice a day.

"We had one electric motor that was always getting so hot that sometimes we would have to stop for a time to let it cool. It was working very hard. Since using the new oil we fill the box about once a week and never have a hot bearing.

"At the writer's home he has a pump that is operated by power. The plunger rod runs up through the top of the cap to attach the power. This rod was always squeaking. Even if it was oiled every day it began squeaking before night. I tried the new oil on the rod about four months ago. It is still running without a squeak."

Fancy Dry-Cure Bacon

An Eastern packinghouse superintendent got especially good results with the formula for making fancy dry cure bacon which he secured from THE NATIONAL PROVISIONER. This is what he says about it:

"A short time ago I wrote you for a cure you could recommend for a fancy dry cure bacon. We have already given it a thorough trial and the cure has far more than exceeded our expectations in all ways."

This formula is available to subscribers. Send a 2c stamp with request to THE NATIONAL PROVISIONER, Old Colony Bldg., Chicago, Ill. H.P. Henschien, Arch.-C. F. Haglin & Sons Co., Contrs.

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ONLY the highest quality in materials, workmanship and supervision could merit such a general acceptance of "UNITED'S SERVICE" in the packing-house industry.

We pledge ourselves to maintain and if possible, to improve the high standards that have characterized our installations. The

insulation work in a packing plant is probably one of the most important factors in the reduction of operating costs. So our aim is to provide the best insulation service obtainable, at reasonable cost. More than 25 years of close study of the packer's insulation problems places us in position to pass on to you the benefits of this valuable experience. Call on us.

UNITED CORK COMPANIES

Main Office and Factories - Lyndhurst, N. J.

UNITED'S CORKBOARD

Refrigeration and Frozen Foods

TEST FROZEN FRESH MEATS.

Laboratory investigation, to determine exact effects of the new quick-freezing process on fresh fruits, frozen during their season for year-round consumption, is being conducted by Dr. J. Cecil Rhodes, director of the Medical Arts Laboratories, Philadelphia. Fresh, tree-ripened peaches, frozen in Georgia last summer, will be used for the tests.

The process employed for freezing peaches and other fresh fruits in a manner designed to make them available for the table throughout the year, with their original freshness, flavor and color, is essentially the same as that successfully used for quick-freezing of fresh meats.

The first phase of the investigation will include tests to determine comparative food value, solid content, fruit sugar content and flavor of the frozen fruit, and fresh peaches of the same variety purchased in produce markets. A second phase will go into the matter of vitamin content.

CAR TEMPERATURES CHECKED.

Temperatures in various refrigerating cars of a 52-car train, bound from California to Chicago, were checked recently by a group of government officials, who accompanied it.

The train was composed entirely of refrigerator cars and was divided as follows: Thirty-nine oranges, nine lemons and four grapes. Of these, seven cars of oranges, seven of lemons and four of grapes, were on test. The grape cars received standard ice refrigeration throughout the trip. The seven test cars of oranges were iced to varying degrees of coldness. Four of the cars of lemons traveled in special ventilated equipment and three received standard refrigeration.

Tests on the refrigerated cars were conducted through the use of electric thermometers placed at twelve positions in each car. The individual instruments, some of which were suspended in the air and others inserted in the boxes of fruit, were connected to a multi-wire cable running to the roof of each car.

Temperature readings were taken from each thermometer at each stop by means of an instrument devised for this purpose. These, together with the examinations of the conditions of the fruit and the time of loading and the time of unloading, will give the data from which deductions will be drawn.

The ventilator test cars were equipped with a special type of ventilator, designed to increas: the speed of passage of air through the cars. Tests on these cars were made by mem-

bers of the testing crew, who rode in the bunkers for several periods throughout each day of the trip, recording air movement, temperature changes, etc.

The tests, while the first of this particular type, are of a series which the U. S. Department of Agriculture have been conducting for the Interstate Commerce Commission for a period of years, to determine the optimum conditions under which perishables can be transported long distances. The results will not be available until they are published by the Department of Agriculture or the Commission.

REFRIGERATION NOTES.

A one-story cold storage and ice manufacturing plant will be constructed by the Pure Ice & Cold Storage Co., Beaumont, Tex. It will cost about \$50,000.

The cold storage plant of the Central Power & Light Co. at Harlingen. Tex., was placed in operation recently.

A company has been incorporated with a capital stock of \$250,000 to build a cold storage plant in Sitka, Alaska. W. P. Mills, president of the Sitka Wharf and Power Co., is president.

Plans have been made to rebuild the plant of the Bentonville Ice & Cold Storage Co., Bentonville, Ark., recently destroyed by fire.

A cold storage and canning plant, to be erected in Eastman, Ga., is being planned by Fred R. Bennett. The plant is expected to cost in the neighborhood of \$60.000.

Kodiak Cold Storage Co., Ltd., has been formed to build and operate a cold storage plant in San Francisco, Calif.

Plans for a cold storage plant to cost about \$30,000 and to be erected in Montgomery. Ala., have been made by Alaga Syrup Co.

An ice and cold storage plant will be erected in Texarkana, Ark., by J. R. Greenwood of the Greenwood Realty

Additional refrigerating machinery has been installed in the plant of the Artesian Ice & Cold Storage Co., Troy,

A. Perlman will erect a cold storage plant in Valdosta, Ga.

Central Cold Storage Corp., Wallingford, Conn., has been incorporated with a capital stock of \$50,000. The incorporators are B. H. Wooding, M. H. Wooding and R. F. Wooding.

Capacity of the cold storage plant of the Henderson Produce Co., Laclede, Mo., has been doubled by the construction of a new unit and the installation of additional refrigerating equipment.

A contract for the construction of a powerhouse to cost about \$100,000 has been let by the Quincy Market Cold Storage & Warehouse Co., Boston,

Monticello Cold Storage Co., Monticello, Wis., has been incorporated with a capital stock of \$35,000.

Plant Cooling Notes

For the Meat Plant Employe Who Is Interested in Refrigeration.

AMMONIA IN SYSTEM.

The amount of anhydrous ammonia needed in a compression refrigeration plant may be estimated by assuming the whole space of the condenser to be filled with ammonia vapor at 165 lbs. pressure, the ammonia expansion pipes to be filled with ammonia vapor at 20 lbs. pressure, and allowing 25 lbs. of liquid ammonia for every cubic foot of receiver capacity, according to an interesting booklet on calcium chloride published recently by the Solvay Sales Corporation, New York City.

The following table, derived from the averages of a number of commercial installations, gives the weight of anhydrous ammonia required for the compression side of refrigerating plants:

The anhydrous ammonia required per 100 running feet of pipe on the expansion side is approximately as follows:

Nize of pipe, inches,..... 1 1½ 1½ :
For refrigerating plants,
direct expansion and
brine cooling coils, lbs..14 18 20 2;

The amount of ammonia in a refrigerating system diminishes in time as a result of leakage and decomposition of the substance, the booklet says. The wastage from decomposition can be reduced by keeping down the temperature around the compressor as much as possible.

The amount of ammonia wasted depends almost entirely on the care exercised, and may reach 200 lbs. per annum in a plant of 25 tons capacity, although 50 to 100 lbs. is generally considered as an unavoidable waste for a plant of this size. A liquid receiver provided with a gauge glass will show the amount of ammonia in the receiver.

An insufficiency of ammonia will also be shown by a fluctuating pressure, variations in the temperature of the discharge pipe, and by the action of the valves in the compressor, which sometimes operate smoothly and easily and at other times roughly. A rattling noise at the expansion valve shows the passage of vapor along with the liquid ammonia, and indicates a deficiency of ammonia in the receiver or system.

NEW CO. STORAGE FACILITIES.

Plans are reported to be under way for the establishment at Portland, Ore., and other points in the Pacific Northwest, of warehouses for the storage of solid carbon dioxide produced at the Liquid Carbonic Corporation's factory in Seattle. The new warehouse at Portland is to be for the immediate distribution of the refrigerant.

Provision and Lard Markets

WEEKLY REVIEW

Market Fairly Active—Prices Irregular

—Undertone Steady—Hogs Steady—

Cash Trade Fair—Larger Run Next

the market. The foreign attitude is being watched closely, and with every effort being spent to improve the labor Cash Trade Fair-Larger Run Next Month Expected.

A backing and filling market and a mixed trade continued in hog products the past week, but everything considered, prices, while irregular, held fairly well. Scattered selling and liquidation, with some hedge pressure, was absorbed by commission houses and shorts, and the market appeared to come back readily, particularly in the case of lard, with any buying of a good character. Considerable speculative interest continues, and it is evident that the East continues to operate in a fair ly liberal way. Hogs were steady, with no particular pressure of the latter, although some were inclined to look for an increase in the run beginning next

Cash demand was fairly good, in fact, reports circulated of improvement in export lard trade. There has been no change in the strong statistical posi-tion of lard. Expectations in some quarters were that the lard stocks would show a further decrease during the last half of October. The weakness in the financial market and irregular price developments in grains were factors in provisions at times, but the hog product market, on the whole, was

stubborn to selling.

The average price of hogs at Chicago was 9.55c, against 9.35c a week ago. and 9.50c a year ago. Hogs for future delivery were rather steady. December lights were at 8.75c and December lights were at 8.70c and December mediums at 8.80c. The average weight of hogs received at Chicago last week was 231 lbs., against 233 lbs. the previous week, 237 lbs. a year ago and 243 lbs. two years ago. The weight is being watched rather closely in that it cuts some figure in product.

Hog Receipts Smaller.

The total stocks of meats in cold storage at the beginning of October were placed at 592,704,000 lbs., compared with 732,556,000 lbs. a year ago, and the five-year average of 644,459,000 lbs. The stocks of lard were given at 59,530,000 lbs., compared with 153,690,-000 lbs. a year ago, and the five-year average of 115,188,000 lbs.

Receipts of hogs at public stockyards during September were 2,799,215 head, a decrease of 289,320, or 9.4 per cent, compared with last year. The local slaughter during the month was 1,702,-718 head, a decrease of 241,539, or 12.4

per cent, from a year ago.
Conditions within the product market itself were sufficiently strong to invite outside interest, and some contend that a large speculative interest has been built up in lard, which eventually may be forced to liquidate. On the other hand, a great deal depends upon the producers' attitude, and any careful marketings for the next few months may bring about a tight condition in

situation in our country, there is the prospect for continued good domestic distribution and the possibility of some increase in domestic consumption.

Official exports of lard for the week ended October 11, were 8,596,000 lbs., against 8,511,000 lbs. for the same period last year. Total exports from January 1 to October 11 have been 518,868,000 lbs., against 618,588,000 lbs. last year. The decrease in the exports so far this year probably accounts for the comparatively light stocks of lard in England, and there is a feeling that the stocks on the continent are also comparatively moderate.

PORK-Demand was fair and the market was firm in the East. Mess was quoted at \$32.50; family, \$35.50; fat backs, \$23.00@27.50.

LARD-Trade in the East was fair on the whole, and the market ruled steady. Prime western at New York was quoted at 12.05@12.15c; middle

western, 11.95@12.05c; city, 111/2c; refined continent, 121/2c; South America, 12%c; Brazil kegs, 13%c; compound, car lots, 10%c; smaller lots, 10%c.

At Chicago, regular lard in round lots was quoted at 71/2c over October, loose lard at October price; leaf lard, 321/2c over October.

See page 213 for later markets.

BEEF—Demand was fairly good, and the market was steady at New York. Mess was quoted at \$19.00; packet, \$16.00@18.00; family, \$18.00 @19.00; extra India mess, \$34.00@ 36.00; No. 1 canned corned beef, \$3.10; No. 2, \$5.50; 6 lbs. South America, \$16.75; pickled tongues, \$70.00@75.00 per barrel.

DANISH BACON EXPORTS.

Exports of Danish bacon for the week ended October 18, 1930, amounted to 6,980 metric tons, compared with 4,787 metric tons for the same week of 1929.

Hog Cut-Out Values Best in Long Time

While the price of green hams is not all that might be desired in relation to hog costs, the average price level of most products is high enough so that hogs are cutting out with negligible

Receipts at the 11 principal markets of the country during the first four days of the week totaled 374,000 head, compared with 334,000 during the same period a week ago, 444,000 a year ago and 472,000 two years ago.

Hog prices for the period are slightly below those of a year ago but are well over those of 1928 and 1927. Choice heavyweight butchers are still in strong demand, topping the Chicago market during the period under discussion. The bulk of the hogs at Chicago averaged between 160 and 230 lbs., with quality good.

At some points the largest October receipts in years are recorded, while at others there has been some shortage, indicating that the feed situation in certain sections has been sufficiently

satisfactory through the late summer and early fall months to warrant pushing the spring pigs right along, while in others they have been held back waiting to see what the feed outlook would be.

While indications point to a hog crop no larger than that of a year ago, it is quite evident that price will continue to be an important factor in con-

sumptive outlet.

The following results of tests on four average weights of hogs, worked out on the basis of hog and product costs at Chicago during the first four days of the current week as shown in THE NATIONAL PROVISIONER DAILY MARKET SERVICE, show the most satisfactory cut-out value in a long period of time. These values are more nearly approaching a level that makes possible a reasonable anticipation of return on cured product values.

Average costs and credits are used. Each packer should substitute his local costs and credits as well as the average yields as shown for the grades of hogs slaughtered in his plant. The tests here shown are merely guides.

	160 to 180 lbs.	180 to 220 lbs.	225 to 250 lbs.	275 to 300 lbs.
Regular hams	82 11	\$2.10	\$2.13	\$2.07
		.58	.57	.54
Pienies			.69	.69
Boston butts		.69		
Pork loins (blade in)	2.07	1.83	1.64	1.43
Bellies	1.94	1.94	1.05	.44
Bellies, D. S			.76	1.47
Fat backs, D. S			.58	.71
			.23	.28
Plates and jowls		.23		-80
Raw leaf		.24	.24	.24
P. S. Iard, rend, wt	1.40	1.63	1.35	1.30
Spare ribs		.13	.13	.13
Trimmings		.24	.24	.24
Rough feet		.03	.03	.08
Tails		.01	.01	.01
Neckbones	04	.03	.03	.03
Total cutting value Total cutting yield Credit edible and inedible offal to the a live cost of hogs plus all expenses, the follow	65.50% bove total		\$9.68 68.50% deducting	\$9.61 70.00% from these the
Loss per cwt	8 .16	8 .21 8 .42	\$.27 \$.64	\$.29

Tallow and Grease Markets

WEEKLY REVIEW

TALLOW-The developments in tallow in the East the past week were few and far between. The market marked time and showed little or no change. Prices were at the lows of the year, with the larger soapers displaying little or no interest other than at further reces-sions. Producers were offering less freely, being encouraged by a steadier feeling in other commodities, notwithstanding continued weakness in the financial markets.

There were unconfirmed reports of some tallow having sold at %c below the previous sales of 4%c f.o.b., extra New York. While some were inclined to believe the rumors, confirmation was lacking, the trade in several instances contending that there was nothing to the reports. However, the market dis-played no rallying power, and the trade felt that the situation continued one where soapers' supplies were plentiful for the near future, and that it would take a general revival in business to bring about a lasting upturn.

At New York special loose was quot-

ed at 4%c; extra, 4%c; edible, nominally 6%c.
At Chicago, trading was rather dull, with interest largely in medium and low grade stuff. Prices were about steady. At Chicago, edible was quoted at 61/2c; fancy, 5½c; prime packer, 5½c; No. 1, 4%c; No. 2, 4c.

There was no tallow auction at London this week. At Liverpool, Australian tallow was unchanged to 6d lower. Fine was quoted at 31s and good mixed at 27s.

STEARINE—The market was rather quiet in the East, but the tone was steadier. Prices were nominally %c higher, with oleo at New York quoted at 84c. At Chicago, trade was rather slow, but the market was steady. Offerings of oleo were held at 81/2c.

OLEO OIL—A quiet demand and a steady tone featured the market at New York the past week. Extra was quoted at 8½@8¾c; medium, 8¼@8½c; lower grades, 8c. At Chicago, demand was moderate, and the market was about steady. Extra was quoted at 814c.

See page 213 for later markets.

LARD OIL—Demand was moderate, but the market was steady. Deliveries against old orders were reported good. At New York, edible was quoted at 13½c; extra winter, 10½c; extra, 10½c; extra No. 1, 10c; No. 1, 9½c; No. 2,

NEATSFOOT OIL — Demand was rather limited, but the market was about steady. Pure at New York was quoted at 12c; extra, 10 ½ c; No. 1, 10c;

cold test, 16% c.

GREASES—The situation in the grease market in the East was rather easy, the market being influenced, in the main, by a slow routine demand and heaviness in tallow. Trading in choice white grease was quiet, and export in-terest was reported limited. Offerings of greases, on the whole, were fairly

liberal, and the larger consumers, apparently rather well supplied for the immediate future, were holding off. This created a situation where buyers and sellers were rather far apart in their

At New York, yellow and house were quoted at 4%@4%c; A white, 4%c; B white, 4%c; choice white, 6%c nominal.

At Chicago, there was a fair demand for medium and low grade greases, but interest in choice white was quiet, and the market as a whole was slow. At Chicago, brown was quoted at 4c; yellow, 4\%@4\%c; B white, 4\%c; A white, 5\%c; choice white, all hog, 5\%c.

By-Products Markets

Chicago, October 23, 1930.

Rload

Domestic blood is quoted at \$3.75. The market is easy.

Ammonia.\$3.75@3.85 Ground and unground.....

Digester Feed Tankage Materials. The demand is easier. Prices are nominal.

Unit Ammonia. Unit Ammonia.
Unground, 11½ to 12% ammonia.\$3.75@4.00 & 10
Unground, 6 to 8% ammonia. ... 3.00@3.25 & 10
Liquid stick ... 3.25@3.50
Steam bone meal, special feeding.
per ton 38.00@40.00

Packinghouse Feeds.

Product is in fair demand. Prices are quoted on carload basis, f.o.b. producing points.

Per Ton. Digester tankage, meat meal......\$
Meat and bone scraps, 50%.....

Fertilizer Materials.

The market for fertilizer materials continues quiet and featureless. Producers are asking \$2.70 & 10c, f.o.b. Chicago.

Cracklings.

The crackling market is easy and shows no change. Demand continues quiet. Prices are nominal.

Hard pressed and exp. unground, per unit protein

Bone Meals (Fertilizer Grades).

The bone meal market is showing little activity. Quotations are nominal.

Gelatine and Glue Stocks.

Market continues featureless. Few offerings are being made. Buyers show little interest.

				Per Ton.
Zip	stock .		 	 \$35.00@38.00
				42.00@45.00
lide	trimm	ings	 	 30.00@31.00
				29.00@80.00
				30.00@81.00
				30.00@31.00

Horns, Bones and Hoofs.

				Pel	r Ton.
Horns, accor-	ding	to	grade	 \$85.00	@160.00
Mfg. shin be	nes.			 50.00	@ 70.00
Cattle hoofs				 25.00	@ 30.00
Junk bones .				 17.00	@ 18.00
(Note—For					carloads

Animal Hair.

There is practically no interest. There has been no trading as yet in winter hair. Prices are nominal.

Coil and field di				
Processed, grey, Processed, grey,	winter, per lb.	D	9	40
Cattle switches,	each*		1%@	2%0

* According to count.

LARD AND GREASE EXPORTS.

Exports of lard from New York City, Oct. 1 to Oct. 22, 1930, totaled 12,916,-467 lbs.; tallow, none; greases, 1,415,-600 lbs.; stearine, 28,000 lbs.



THE KENTUCKY CHEMICAL MFG. CO., Inc. COVINGTON, KY. Opposite Cincinnati, Ohio

Buyers of Beef and Pork Cracklings Both Soft and Hard Pressed

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SHORTENING AND OIL PRICES.

Prices of shortening and salad and cooking oils on Thursday, Oct. 23, 1930, based on sales made by member com-panies of the Shortening and Oil Divi-sion of the National Cottonseed Products Association, were as follows:

Shortening.	-
*** * ***	Per 1b.
North and Northeast:	
Carlots, 26,000 lbs	@104
3,500 lbs. and up	@10%
Less than 3,500 lbs	@10%
Kentheast:	
8,500 lbs	@1014
Less than 3,500 lbs	@10%
Southwest:	
Carlots, 26,000 lbs	@104
10,000 lbs. and up	2104
Less than 10,000 lbs	@10%
Pacific Coast:	011
	60
Salad Oil.	
North and Northeast:	
Carlots, 26,000 lbs	@10
5 bbls. and up.,	@104
1 to 4 bbls	@10%
South:	9
Carlots, 26,000 lbs	@10
Less than carlots	@10%
Pacific Coast:	@10
	G 10
Cooking Oil-White.	
%c per lb. less than salad oil.	
Cooking Oil-Yellow.	
4c per ib, less than salad oil.	

MEMPHIS PRODUCTS MARKETS.

(Special Report to The National Provisioner.) Memphis, Tenn., Oct. 22, 1930.—Cottonseed meal was fairly active and prices held steady throughout the day. December was again under some pressure, selling as low as \$27.85, against early sales at \$28.00. However, there was a good buying interest at all times and of sufficient volume to sustain values. With the exception of some recession in the April position, the close was practically unchanged from that of yesterday.

Cottonseed continued steady, with little change in prices. Tenders of 200 tons were promptly stopped with November trading at \$28.00.

NEW ORLEANS OIL MARKETS.

The cottonseed oil market was dull and inactive during the past week, with few buyers in evidence. The tendency was downward, due to the weakness in other markets, and the September consumption figures of 321,314 barrels, issued on Tuesday, was less than generally expected. The market closed unchanged to 5 points lower on the week. Firmer advices from southern crude markets served to partly offset the easiness in hogs, and grains. Other competing fats and oils continue depressed.

Refined cottonseed oil closed dull and unchanged on Saturday, with bleachable prime summer yellow quoted at 7.10c

The Blanton Company

ST. LOUIS Refiners of

VEGETABLE OILS

Manufacturers of

SHORTENING MARGARINE

and prime summer yellow at 6.95c. Crude oil held steady during the week, 5.87½ being bid at Texas points, with Valley up 12½c at 6.12c bid. Crude in the southeast was quoted 6c bid, with the southeast was quoted 6c bid, with sellers holding firm for 6.12%c.

The resistance to outside developments which cottonseed oil is showing. according to Airey & Richardson, cot-tonseed brokers, is very encouraging, and should stimulate buying sooner or

MARGARINE IN NORWAY.

Production of margarine in Norway during 1929 exceeded that of any previous year, according to reports to the U. S. Department of Commerce. But although more margarine was produced than in 1928, the value decreased 5.7 per cent, due to the fall in prices. Comparative figures for 1929 and 1928 show that 104,132,795 lbs., valued at \$15,327,-626, were produced in 1929, compared with 102,833,342 lbs., valued at \$16,328,-173, in 1928.

Total consumption of margarine in Norway during 1929 is estimated as follows: Production, 104,132,795 lbs.; imports minus re-exports, 463,815 lbs.; exports, 320,456 lbs. Estimated consumption, 104,276,154 lbs.

COTTONSEED PRODUCT EXPORTS.

Exports of cottonseed products for one month ended August 31, 1930, with comparisons for 1929, are reported by the U. S. Census Bureau as follows:

193	1929.
Oil, crude, lbs	463,520 093 613,930
Cake and meal, tons	175 12,838 599 9,896

SEED INQUIRY PROBES LOANS.

Hearings in the cottonseed price investigation by representatives of the Federal Trade Commission were continued at Raleigh, N. C., the past week.

The matter of gin loans has been one of the principal issues raised by the commission in its attempt to ascertain whether or not there has been any col-lusion of gins and oil mills to keep down the cost of cottonseed.

Questioning of witnesses has proceeded slowly. R. S. Pearsall, president of the Wilmington Oil & Fertilizer Co., thought that loans or advances to gins by oil mills tended to tie up seed, because the gins, under such conditions, sold most of their seed to the lending interests at a set price. This lending interests at a set price. 'affected the independents, he said.

E. B. Borden, jr., vice-president and district manager of the Southern Oil Co., agreed with the opinions expressed by other witnesses, that loans to gins have been harmful to the cottonseed in-

dustry in North Carolina.

It had been the experience of his company, he said, that it was difficult to get the loans paid, and he was doubtful if advances made to gins on a "seed refusal basis" had ever resulted in much benefit to the lenders.

Many of the dozen or more witnesses examined up to October 22, expressed themselves as opposed to loans to gins by the larger interests.

HULL OIL MARKET.

Hull, England, Oct. 22, 1930.—(By Cable)—Refined cottonseed oil, 24s; Egyptian crude cottonseed oil, 21s 6d.

PRODUCTION AND CONSUMPTION OF COTTONSEED AND PRODUCTS.

Cottonseed received, crushed and on hand, and cottonseed products manufactured, shipped out, on hand and exported for two months ended September 30, 1930, compared with a year ago, as reported by the U. S. Census Bureau:

COTTONSEED RECEIVED, CRUSHED AND ON HAND (Tons).

		at mills* Sept. 30.	Aug. 1 to 8		On hand at mills Sept. 30.			
	1930.	1929.	1930.	1929.	1930.	1929.		
United States	1,376,994	1,156,413	727,395	609,071	695,033	588,948		
Alabama	125.114	81.529	64.271	53,008	61,109	29,712		
Arizona	7,787	5,460	6,724	3,592	1,309	2,031		
Arkansas	44,066.	82,269	30,412	36,303	16,704	47,062		
California	5,235	3,605	8,618	1,817	4,757	1,901		
Georgia	219,740	105,016	115,851	75,299	104,618	30,314		
Louisiana		95,955	44,648	31,587	46,476	49,436		
Mississippi	145,807	248,316	84,354	97,519	71,428	157,953		
North Carolina	30,231	9,814	20,188	5.744	10,407	4,521		
Oklahoma	43,461	42,424	13,595	18,561	32,148	27,718		
South Carolina	50,834	19,127	31,525	12,650	19,703	7,070		
Tennessee	35,913	32,387	21,980	14.822	16,528	18,641		
Texas	564,863	422,690	279,386	234,576	302,198	208,229		
All other states	13,489	7,821	5,843	3,591	7,648	4,360		

*Includes seed destroyed at mills but not 45,484 tons and 41,606 tons on hand Aug. 1, nor 6,302 tons and 10,582 tons reshipped for 1030 and 1929, respectively.

COTTONSEED PRODUCTS MANUFACTURED, SHIPPED OUT, AND ON HAND.

Season.	On hand Aug. 1.	Produced Aug. 1 to Sept. 30.	Aug. 1 to Sept. 30.	On hand Sept. 30.
Crude oil1930-31	*7,893,957	218,779,241	176,091,472	*79,280,326
(pounds)	19,181,886	184,338,516	148,550,987	77,215,150
Itefined oil	†301,609,092	**128,984,844		1174,207,919
(pounds)1929-30	338,619,933	107,227,846		175,436,569
Cake and meal	55,352	327,568	266,524	116,396
(tons)1929-30	76,667	271.285	265,411	82,541
Hulls	28,495	202,667	138,873	92,289
(tons)1929-30	63,917	165,815	141.123	88,609
Linters	135,220	127,091	82,329	179,982
(Running bales)1929-30	70,854	125,419	95.088	101.185
Hull fiber	2,659	1,433	823	3,269
(500-lb, bales)	1,848	5,258	4.852	2,254
Grabbots, motes, etc1930-31	12,776	4.117	3,558	13.335
(500-lb. bales)1929-30	8,453	4.646	5.216	7.883

*Includes 1,932,090 and 7,587,810 pounds held by refining and manufacturing establishments and 3,558,420 and 26,601,300 pounds in transit to refiners and consumers August 1, 1930, and September 30, 1830, respectively.

†Includes 6,088,528 and 2,168,204 pounds held by refiners, brokers, agents, and warehousemen at places other than refineries and manufacturing establishments and 5,919,817 and 6,307,226 pounds in transit to manufacturers of lard substitute, eleonargarine, soap, etc., August 1, 1930, and September 30, 1930, respectively. 30, 1930, respectively.
**Produced from 139,008,935 pounds of crude oil.

Vegetable Oil Markets

WEEKLY REVIEW

Market Quiet — Undertone Steady — Crude Holding — Seed Firm — Cash Trade Moderate—Lard Irregular— Security Weakness Cut Little Figure.

There was no particular change in the cotton oil situation the past week. The volume of business was disappointingly light, and the market, as a whole, was more or less in a rut. What in-terest developed was without particular Commission houses and significance. professionals were on both sides, and the market covered narrow limits, but continued to display a steady undertone. Actual oil was steady everywhere, and the volume of cash business was rather small.

A firm tone prevailed in seed, but, on the whole, there was a tendency to await developments. Probably the outstanding feature was that the market completely ignored the decided weak-ness in securities and the irregular price movement in allied commodities. Sentiment around the ring was divided. Locals, for the most part, were bearish, while commission houses leaned to the side, constructive particularly breaks.

Deliveries of 1,000 bbls. were made on October contracts, the first this month. The store stocks at New York dwindled to 175 barrels, so that spot oil was comparatively steady and October liquidation was readily absorbed. At no time was there any particular pressure in evidence. Liquidation was conspicuous by its smallness. Although holders, in some cases, were discouraged by the market's action, they were encouraged by the fact that little or no hedge selling has materialized from day to day. Buying power, however, was disappointingly light and scattered in small lots, so that a condition continued where both sides were without leadership.

No Shortage of Supplies.

The market had been very stubborn to selling the past few weeks, and has been at levels slightly above the sea-son's low point established some time Some regard this as indicating that the bearishness in the situation has been more or less discounted, while others point to the fact that the weakness in stocks has been gradually losing

its influence upon all commodity markets. There is still before the trade the strong statistical position of lard and the fact that cotton oil distribution has been very little diminished by the unfavorable business situation of the past year.

On the other hand, there is no possibility of any shortage of oil supplies during the season. The important questions are the probable extent of the demand, and whether or not the season's requirements will be sufficiently large to further reduce the carryover at the end of the present season.

At any rate, compared with the past two seasons, supplies at the moment are not excessive, and it may be well to note that in some parts of the cotton

belt light to killing frosts have been experienced the past week. These have undoubtedly put a stop to cotton growth. There have been some complaints of disappointing yields in leading states, but at the same time, other sections have been turning out slightly better than expected. Picking was de-layed somewhat by rather frequent rains in the western portion of the belt, especially in Texas and Oklahoma, but otherwise conditions were mostly favorable and picking and ginning made good progress the past week. Late bolls are reported opening fast in the northern portions of the eastern belt and conditions better than expected in

Cash Demand Moderate.

northern Georgia.

There was some contention that the recent Government estimate would prove too low, but the prospects of any decided change in the crop figure are not very great.

Crude oil in the Southeast and Valcrude oil in the Southeast and val-ley moved in a fair way at 6%c, and was later quoted at 6@6%c. In Texas, crude sold at 6c, with that figure later bid. The last quotation on the seed was \$23.00 per ton in the Southeast and Valley, a figure which some mills say makes for a small loss. Others indicated a small profit at this price.

Cash demand was moderate, and more or less routine. Buyers are apparently satisfied for the time being, although cash handlers are anticipating a revival in interest in the near

COCOANUT OIL-The market was rather quiet and about steady. Easiness in competing quarters and a limited demand featuring the situation. At New York, tanks were quoted at 54 @5%c. At the Pacific Coast, tanks were nominally 5c.

CORN OIL—Demand was rather quiet, but the market held steadily. Prices were quoted at 71/2@71/4c f.o.b. western mills.

SOYA BEAN OIL—There was no activity in this market, and nominal conditions again prevailed. Domestic at New York was quoted at 8½@9c, and f.o.b. midwest points at 8c.

PALM OIL-Inquiry was small, and

SOUTHERN MARKETS

New Orleans.

(Special Wire to The National Provisioner.)

New Orleans, La., Oct. 23, 1930.-Cotton oil is barley steady. Bleachable is dull at 7.08c for loose New Orleans. Bleachable Crude is inactive at 5%c for Texas and 6c for Valley, with mills generally asking 1/8@1/4c more, claiming products declining more than seed. Some buyers of refined show a willingness to buy a fair part of their October to March now, but sellers are reluctant to offer beyond November, except at good premium. With a heavy seed movement during the next sixty days, the market may go slightly lower or stabilize close to present levels.

Memphis.

(Special Wire to The National Provisioner.) Memphis, Tenn., Oct. 23, 1930.-Crude continues very quiet, with 6%c bid; forty-one per cent protein cotton-seed meal, \$27.50; loose cottonseed hulls, \$6.25@6.50.

Dallas.

(Special Wire to The National Provisioner.)

Dallas, Tex., Oct. 23, 1930.—Prime cotton seed, \$23.00@25.00; prime cottonseed oil, 5%@6c; forty-three per cent meal, \$28.50; hulls, \$9.00; mill run linters, 11/2@21/4 c.



Many of the leading packers and wholesalers of the middle west, east, and south are selling Mistletoe. Let us refer you to some of them

G. H. Hammond Company

Chicago, Illinois



the market was barely steady. Sellers were not pressing and the entire trade was inclined to await developments. At New York, bulk shipment 20 per cent acid was quoted at \$4.90@5.10; 12½ per cent acid, 5½c; 25 per cent acid, 4.95c. Nigre spot casks were quoted at 4.90c and October-December at 4.65c.

PALM KERNEL OIL—While a steady tone prevailed, there was no particular demand. Bulk oil at New York was quoted at 5.25@5.35c.

OLIVE OIL FOOTS-Consuming interest was rather slow, and the mar-ket was barely steady. Offerings were moderate and spot and shipment foots at New York were quoted at 7@74c.

RUBBERSEED OIL-Market nomi-

SESAME OIL-Market nominal. PEANUT OIL-Market nominal.

COTTONSEED OIL—Store oil de-mand was rather quiet, but the market mand was rather quiet, but the market was steady, store oil stocks at New York very light, and deliveries of 1,000 bbls. on October contracts were readily stopped by local handlers. Store oil was quoted nominally at \(\frac{1}{2} \) cover October. Southeast and Valley crude sold at 6\(\frac{1}{2} \) c and was quoted at 6\(\frac{1}{2} \) c and was quoted at 6 c nominal. nominal.

COTTONSEED OIL-Market transaction at New York:

Friday, October 17, 1930.

		-		-	
Old	Sale			-Clos	
Spot				750 a	
Oct	200	760	760	760 a	
Nov	100	750	750	735 a	755
Dec				745 a	752
New					
Nov				715 a	735
Dec				716 a	726
Jan				726 a	732
Feb			:	726 a	740
Mar	5	737	735	736 a	738
April				737 a	743
May			746	745 a	748
01 .	9 90		** *		

Sales, including switches, Old 300 bbls., New 9 Contracts. Crude S. E. 61/4 Sales & Bid.

The Procter & Gamble Co.

refiners of all grades of

COTTONSEED ▼ OIL ▼

PURITAN—Winter Pressed Salad Oil BOREAS-Prime Winter Yellow VENUS-Prime Summer White STERLING—Prime Summer Yellow WHITE CLOVER—Cooking Oil MARIGOLD—Cooking Oil JERSEY-Butter Oil

HARDENED COTTONSEED OIL-for Shortenings and Margarines (58°-60° titre)

COCOANUT OIL MOONSTAR-Coco inut Oil P & G SPECIAL—(hardened) Cocoanut Oil

General Offices, Cincinnati, Ohio

Saturday, October 18, 1930.

Old					1											
Spot .													0	a		
Oct			1	0	0	7	6	0	7	6	0	76	0	a	775	
Nov.			6	0	0	7	5	0	7	5	0	75	0	8	760	
Dec												74	5	a	751	
New																
Nov.												71	0	a	740	
Dec												71	5	a	726	
Jan												72	0	a	735	
Feb												72	5	a	735	
Mar.												73	6	a	740	
April																
May .					4	7	4	9	7	4	7	74	9	a		
Sale																
bbls																

61/8 Nominal.

Monday, October 20, 1930.

Old				
Spot		7	60 a	
Oct	. 200 76	5 760 7	60 a	775
	. 400 750	750 7	45 a	755
	. 200 750			
New				
Nov		7	710 a	735
Dec		7	720 a	729
Jan		7	30 a	740
				745
				745
April	. 1 74	4 744 7	44 a	750
May	. 3 750	0 750 7	750 a	755
	including			

bbls., New 4 Contracts. Crude S. E. 61/8 Sales.

	1	u	e	y a	а	y	9	U	C	u	PU	le!	r	4	ı,	12	191			
Old																				
Spot																7	60	a		
Oct.					5	0	0		7	6	5		7	6	5	7	45	a	-	775
Nov					2	0	0		7	5	5		7	5	4	7	45	a	-	760
Dec.																				
New																				
Nov.																7	10	a	-	740
Dec.																7	20	a		735
Jan.																7	32	a		737
Feb.																7	32	a	-	740
Mar.	ì		_													7	41	a	,	743
April			_					_				-	Ī	Ì		7	44	a	,	746
May					Ť	Ĩ	3		7	5	2	•	7	5	2					

Sales, including switches, Old 1,100 bbls., New 3 Contracts. Crude S. E. 61/2 Sales.

Wednesday, October 22, 1930.

Old					
Spot				745 a	
Oct				745 a	775
Nov					
Dec					752
New					
Nov	1	735	735	735 a	
Dec				720 a	726
Jan	1	733	733	728 a	733
Feb				730 a	738
Mar	3	740	738	738 a	
April				735 a	748
May					
Sales, in	neludi	ng s	witche	s, Old	NIL
bbls., New					
6@6%.					

Thursday October 23 1930

	•	٠,	••	••		 ٠,	<i>y</i> :	,	-	•	•		-	•	-	_	-,	-	,			
Old																		_				
Spot																						
Oct.											,							74	15	a	80	0
Nov.																						
Dec.										7	(33	1	-	7	57		76	60	a	76	34
New																						
Dec.						0	9							0				72	28	8	78	35
Jan.																		72	35	a	74	10
Mar.										7	Į	50)	1	7	41		74	17	a	74	18

See page 213 for later markets.

EASTERN FERTILIZER MARKETS. (Special Letter to The National Provisioner.)

New York, Oct. 22, 1930.-Ground tankage sold this week at \$3.10 and 10c, basis f.o.b. New York. While the demand still continues very limited, stocks are very light around this sec-

South American ground dried blood sold at \$3.50 c.i.f. U. S. ports, and local blood is being held at \$3.40 per unit of ammonia f.o.b. New York for October shipment. Stocks of this material are quite small for this time of the year.

Trading in both fertilizer and feeding materials is being done on a limited scale, and buyers are continually looking for lower prices.

Unground dried fish scrap is a little Unground dried fish scrap is a little higher in price, sales having been made this week at \$4.00 and 10c f.o.b. fish factories in Virginia. The production is now very light, and in some of the other eastern sections the fish factories are closed down for the season.

CHEMICALS AND SOAP SUPPLIES. (Special Report to The National Provisioner.)

New York, Oct. 21, 1930.—Extra tallow, f.o.b. seller's plant, 4%c lb.; Manila cocoanut oil, tank coast, 5@54c lb.; Manila cocoanut oil, tanks, New York, 5%c lb.; Cochin cocoanut oil, barrels, New York, 71/2@7%c lb.

P. S. Y. cottonseed oil, barrels, New York, 91/4 @91/2c lb.; crude corn oil, barrels, New York, 9@94c lb.; olive oil foots, barrels, New York, 74 @7½c lb.; 5 per cent yellow olive oil, barrels, New York, 85@90c gal.

Crude soya bean oil, barrels, New York, 10½@11c lb.; palm kernel oil, barrels, New York, 8¾@9c lb.; Niger palm oil, casks, New York, 5½@5%c lb.; Lagos palm oil, casks, New York, 6@6¼c lb.; glycerine, soaplye, 6¾@7c lb.; glycerine, C. P., 13¾@14c lb.; glycerine, dynamite, 10%c lb.

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ALL VEGETABLE OILS In Barrels or Tanks

COTTON OIL FUTURES On the New York Produce Exchange

GEO. H. JACKLE

Broker

Tankage, Blood, Bones, Cracklings, Bonemeal, Hoof and Horn Meal

> 40 Rector Street **New York City**

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The Week's Closing Markets

FRIDAY'S CLOSINGS

Provisions.

Hog products are moderately active. Trade was mixed and prices were about steady the latter part of the week. There is a general disposition to await developments in hogs. Cash trade is fair and commission houses are on both sides, while packers and warehousemen are sellers.

Cottonseed Oil.

Cotton oil is firmer. Southern commission houses are buying and locals are covering on better cotton market, cold weather south, and a rally in securities. Refiners are selling on a scale upwards. Southeast valley crude, 6%c sales; Texas, 6c bid. Cash trade is quiet.

Quotations on cottonseed oil at New

Quotations on cottonseed oil at New York Friday noon were: Old contract.— Oct., \$7.35@8.00 sale; Nov., \$7.50@7.70 sale; Dec., \$7.65@7.67.

New contract.— Nov., \$7.25@7.50 Dec., \$7.30@7.37; Jan., \$7.35@7.42; Feb., \$7.40@7.48; March, \$7.48@7.52; Apr., \$7.50@7.60; May, \$7.58@7.61.

Tallow. Tallow, extra, 4%c.

Stearine. Stearine, oleo, 8%c.

FRIDAY'S GENERAL MARKET.

New York, Oct. 24, 1930.—Lard, prime western, \$11.90@12.00; middle western, \$11.85@11.90; city, 11½c; refined continent, 12½c; South Ameri-11 %c; can, 12%c; Brazil kegs, 13%c; compound, 10 1/4 c.

BRITISH PROVISION MARKETS.

(Special Cable to The National Provisioner.)
Liverpool, Oct. 23, 1930.—General provision market quiet and unchanged. American cut hams fair; picnics and square shoulders, no demand; pure lard

Friday's prices were as follows: Hams, American cut, 90s; Liverpool shoulders, square, 74s; hams, long cut, none; picnics, 65s; short backs, 91s; bellies, clear, 84s; Canadian, none; Cumberlands, 74s; Wiltshires, none; spot lard, 66s.

EUROPEAN PROVISION CABLES.

The market at Hamburg was weak during the week ended October 18, according to cable advices to the U. S. Department of Commerce. Receipts of lard for the week were 937 metric tons. Arrivals of hogs at 20 of Germany's most important markets were 95,000, at a top Berlin price of 12.98 cents a pound, compared with 73,000, at 18.82 cents a pound. for the same week of

The Rotterdam market was weak. The refined lard market was slightly firmer.

The market at Liverpool was steady because of small stocks and small arrivals.

The total of pigs bought in Ireland for bacon curing was 23,000 for the week, as compared with 29,000 for the corresponding week of last year.

The estimated slaughter of Danish hogs for the week ending October 17, was 114,000, as compared with 96,000 for the corresponding week of

MEAT IMPORTS AT NEW YORK.

Imports of meats and meat products at New York for week ended Oct. 17, 1930, were as follows:

Point of origin.	Cor	mmodi	ty.	Amount.
Argentine-Salte	d beet	2		106 lbs.
Argentine-Cann	ed co	rned	beef	180,000 lbs.
Brazil-Beef ex	tract			13,970 lbs.
Canada-Pork le	oins .			4,598 lbs
Canada-Ham .				
Canada-Bacon				
Canada-Sausage				
England-Beef	extraci	t		11,000 lbs
Germany-Ham				4.687 lbs
Germany-Sausa	ge			3,785 lbs
Ireland-Bacon				3,900 lbs
Ireland-Ham .				
Italy-Ham				1.090 lbs
Italy-Sausage				
Sweden-Sausage				
Switzerland-Bo	nillon	cnbes		750 lbs
Uruguay-Beef				
Uruguay-Oleo	stock			4,478 lbs

PORK PRODUCTS EXPORTS

Exports of pork products from principal ports of the United States during the week ended October 18, 1930, were as follows:

HAMS AND SHOULDERS INCLUDING WILTSHIRES.

	—-и	eek end	ed	Jan. 1.
	Oct. 17, 1930. M lbs.	Oct. 19. 1929. M lbs.	Oct. 11, 1930. M lbs.	Oct. 18, 1930. M lbs.
Total	578	1,157	1,058	104,978
To Belgium United Kingdom	519	1,073	505	1,984 83,222
Other Europe Cuba Other countries	25	22 62	12 523	3,926 15,169

RACON INCLUDING COMBERGANDS

DACON, INCLUDIO	468	COMPEN	PETER TAT	10.
	70	2,464	841	84,160
To Germany	2	236	103	4.211
	102	1,010	482	42,100
	216	1.015	213	19.747
Cuba	7	80	2	11.866
			41	6.236
Other countries	43	123	4.1	0,200
. I.A	RD.			
Total 8.4	176	20.417	8,598	537,783
To Germany 9	15	8,209	1.494	99.526
Netherlands 1	80	641	224	30,556
United Kingdom 5,8		6.213		186,281
Other Europe 1	86	2,837	338	56.221
	121			59,090
		1,525	1,388	
Other countries 7	732	992	1,894	106,109
PICKLE	D E	ORK.		
Total	76	500	130	25,775
To United Kingdom.	22	3	5	3.392
		8	9	1.297
treates asserted consess of				

Week	ended (Oct. 18, 19	30.	
	Hams shoulder M lb	and rs, Bacon, s. M lbs.	Lard, M lbs.	Pickle pork, M lbs
Total	1	3 35	8,476 88 1,241	1
Port Huron Key West New Orleans	12	9 59	1,136 483 851	2
New York DESTIN.		2 528 OF EXP	4,677 ORTS.	1

Exported to:	shoulders, M lbs.	Bacon, M lbs.
United Kingdom (Total)	519	502
Liverpool	280	431
London	57	13
Manchester		
Glasgow	157	58
Other United Kingdom	19	
Exported to:		Lard, M lbs.
Germany (Total)		
Hamburg		
Other Germany		. 62

AUGUST MEAT EXPORTS.

Domestic exports of specific classes of meats and meat products from the United States during August, 1930, are officially reported by the U. S. Bureau of Foreign and Domestic Commerce as

	Lbs.	Value.
Beef, fresh	278,069	8 61,581
Beef, pickled or cured	1,239,861	132,254
Pork carcasses		10,259
Loins and other fresh pork	643,569	95,360
Wiltshire sides	182,414	22,356
Hams and shoulders	10,819,940	2,181,364
Bacon	6,899,711	1,044,580
Cumberland sides	268,669	44,023
Pickled pork	2,641,457	350,908
Mutton and lamb	120,145	18,751
Sausage	357,956	108,223
Lard	19,287,272	5,549,192
Neutral lard	995,224	117,201
Meat extracts		27,742

To non-contiguous countries:

Alaska—Beef, fresh, 356,565 lbs.; beef, pickled or cured, 2,798 lbs.; mutand lamb, 38,029 lbs.; sausage,

beet, pickled or cured, 2,198 lbs.; mutton and lamb, 38,029 lbs.; sausage, 26,278 lbs.

Hawaii—Beef, fresh, 48,660 lbs.; beef, pickled or cured, 562 lbs.; pork carcasses, fresh or frozen, 17,406 lbs.; loins and other fresh pork, 119,764 lbs.; hams and shoulders, cured, 162,810 lbs.; bacon (except pickled), 44,983 lbs.; Cumberland sides, 50 lbs.; pickled pork, 39,351 lbs.; mutton and lamb, 55,005 lbs.; sausage, 84,460 lbs.

Porto Rico—Beef, fresh, 15,244 lbs.; beef, pickled or cured, 2,030 lbs.; loins and other fresh pork, 13,057 lbs.; Wiltshire sides, 3,899 lbs.; hams and shoulders, cured, 647,962 lbs.; bacon (except pickled), 148,809 lbs.; pickled pork, 1,095,118 lbs.; mutton and lamb, 2,188 lbs.; sausage, 154,075 lbs.; lard, 938,505 lbs.; meat extracts and bouillon 938,505 lbs.; meat extracts and bouillon cubes, 148 lbs.

NEW YORK MEAT SUPPLIES.

Receipts of Western dressed meats and local slaughters under federal in-spection at New York, for week ended Oct. 18, 1930, with comparisons:

West. drsd. meats:	Week ended Oct, 18.	Prev. week.	Cor. week, 1929.
Steers, carcasses Cows, carcasses Bulls, carcasses Veals, carcasses Lambs, carcasses Mutton, carcasses Beef cuts, lbs Pork cuts, lbs	9,654 ½	10,171	7,708
	679	858	882
	171	175	170
	11,137	10,649	9,479
	27,732	30,433	28,032
	2,219	3,712	4,999
	323,476	228,713	304,220
	2,051,889	2,009,211	1,775,038
Local slaughters: Cattle Calves Hogs Sheep	7,686	8,291	8,177
	12,096	14,046	11,171
	51,407	53,981	55,560
	85,403	85,905	68,671

BOSTON MEAT SUPPLIES.

Receipts of Western dressed meats at Boston for the week ended Oct. 18, 1930, with comparisons, were as fol-

West. d	red. m	eats:				Week ended Oct. 18.	Prev. week.	Cor. week, 1929.
Steers.	carcas	see.				. 2,137	2,294	2,694
Cows.						. 1,598	1,316	2,156
Bulls.					٠		22	84
Veals,							1,164	1,017
Lambs.	carce	вяев				. 19,337	7,915	19,150
Mutton	. care	asses		۰	٠	. 1,190	896	1,331
Pork,	lbs					.375,418	256,074	371,068

ARGENTINE BEEF EXPORTS.

Cable reports of Argentine exports of beef this week up to Oct. 22, 1930, show exports from that country were as follows: To England, 117,982 quarters; to the Continent, 3,062 quarters. Exports of the previous week were follows: To England, 117,799 guarters.

as follows: To England, 117,799 quarters; to the Continent, 25,203 quarters.

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Live Stock Markets

CHICAGO

(Reported by U. S. Bureau of Agricultural Economics.)

Chicago, Ill., Oct. 23, 1930.

CATTLE—Compared with a week ago: Good and choice fed steers and yearlings, 25c higher, instances more on heavies; common and medium grassy and shortfed steers, 25c lower. Extreme top yearlings, \$13.50, a new high on recent advance; best heavies, \$12.50. Bulk of strictly grainfed steers closed at \$10.50 upward, shortfeds and grassers selling unevenly at \$7.75@9.50. Shipper demand broadened. This influence, together with shrinkage in proportion of well-finished steers and yearlings, stimulated late upturns and turned general steer market into a two-way affair—active and higher on well-finished grainfeds of all representative weights, and slow and lower on grassy and shortfed offerings. Most westerns killer, \$7.25@8.50; outstanding 1,200-lb. Montanas, \$9.75; she stock improved on closing trade, closing the week fully steady on cutters, weak on fat cows and around 25c lower on butcher heifers; bulls, steady to 25c higher; vealers steady.

HOGS—Early decline partly restored with reduction in marketing after Tuesday. Compared with one week ago: Market mostly 15 to 25c lower; light lights, steady to 10c off; pigs, around 25c higher; packing sows, 25c lower. Week's top, \$10.05, paid Monday. Today's peak \$10.00 for choice 270 to 280 lbs. Most sales, however, \$9.75 down. Weights below 220 lbs. in very narrow range; bulk 160 to 230 lbs., \$9.50@ 9.75; pigs and light lights, \$9.25@9.65; packing sows, mostly \$8.00@9.00; smooth lightweights, \$8.75@9.25; heavies, down to \$7.75 and below.

SHEEP—Compared with a week ago: Fat lambs, steady to 50c higher; market went up considerably more early in week and broke sharply during the closing two days; sheep and feeding lambs, strong to 25c higher. Early top native lambs, \$9.50; rangers, up to \$9.35. Closing tops: Natives, \$8.75; rangers, \$8.40. Bulks at close: Native ewe and wether lambs, \$8.00@8.25 to packers; few, \$8.50; range lambs, \$8.00 @8.25; native bucks, \$7.00@7.50; throwouts, \$5.00@6.25; fat ewes, \$3.00 @3.50; whitefaced feeding lambs, \$6.50 @7.00; blackfaced kinds, \$7.25@7.40. Latter was also week's top.

KANSAS CITY

(Reported by U. S. Bureau of Agricultural

Kansas City, Kan., Oct. 23, 1930.

CATTLE—Approximately 50 per cent of the week's supply ran to stockers and feeders which left the beef steer and yearling supply rather limited. After Monday, a stronger feeling existed, and most fed steers and yearlings are strong to 25c higher, while grass fat offerings are about steady. Choice 946-lb. yearlings made \$12.85 for the top, while most of the native fed arrivals cleared from \$9.50@11.25. Fed westerns ranged from \$8.00@10.00, and straight grassers bought \$5.50@7.75, with Colorados up to \$8.25. She stock closed at steady

to 25c lower rates, with medium grade heifers showing most of the loss. Bulls held fully steady, and vealers are weak to 50c off, with the late top at \$10.50.

HOGS—Although the late top on hogs, at \$9.60, is only 20c under a week ago, the bulk of the offerings are selling at 30@35c lower levels. A strong undertone prevailed on late days. Late sales of 170- to 280-lb. weights ranged from \$9.25@9.50, while 140- to 160-lb. weights sold from \$8.65@9.15. Packing sows are mostly 15@25c lower at \$7.50@8.50; a few light weights up to \$8.75.

SHEEP—Trade in fat lambs has been extremely uneven. Sharply higher prices were enforced early in the week, with choice range lambs reaching \$9.00, the highest of the range season. Since then the market has eased off, and final rates are 25@50c higher than a week ago. Most range lambs sold from \$8.25 @8.65, while natives ranged from \$8.25 down. Mature classes have been scarce and have shared the advance. Range ewes scored \$4.00 on Tuesday, but the bulk cashed from \$3.75 down.

ST. LOUIS

(Reported by U. S. Bureau of Agricultural

East St. Louis, Ill., Oct. 23, 1930. CATTLE—Compared with one week ago: Choice steers and like quality mixed yearlings and heifers, steady; all others, 25@50c lower; western steers, 50@60c lower; cows, 25@50c lower; cutters, low cutters and medium bulls, steady; vealers, \$1.00 higher. Bulk of native steers earned \$7.25@ 12.10, with top yearlings landing \$12.65 and best matured steers \$11.10. Most western steers brought \$5.90@7.50; top, \$7.65. Bulk of fat mixed yearlings and heifers scored \$9.50@11.50, with top mixed cashing at \$12.75. Cows went mostly from \$4.50@5.25; low cutters, largely \$2.75@3.25. Top medium bulls registered \$5.50 today; top vealers, \$13.50.

HOGS—After a severe price loss early this week, hog values staged a sharp recovery to finish steady to 25c lower than a week ago. Top price Thursday was \$9.80, with bulk of 160-to 250-lb. weights, \$9.50@9.75; sows, \$8.00@8.75.

SHEEP—Fat lamb prices advanced steadily this week until an extreme top of \$9.00 was paid, after which a sharp

LIVESTOCK PRICES AT LEADING MARKETS.

Following are livestock prices at five leading Western markets on Thursday, Oct. 23, 1930, as reported to THE NATIONAL PROVISIONER by direct wire of the U.S. Bureau of Agricultural Economics:

the U. S. Bureau of Agricult	tural Eco	momics:			
Hogs (Soft or oily hogs and reast- ing pigs excluded):	CHICAGO.	E. ST. LOUIS.	OMAHA.	KANS. CITY.	ST. PAUL.
Lt. lt. (140-100 lbs.) gd-ch 8 Lt. wt. (160-180 lbs.) gd-ch (180-200 lbs.) gd-ch Med. wt. (200-220 lbs.) gd-ch (220-250 lbs.) gd-ch Hry. wt. (250-290 lbs.) gd-ch Pkg. sows (275-500 lbs.) med-ch. Sltr. pigs (100-180 lbs.) gd-ch Av. cost & wt. Thurs. (pigs excl.)	9.25@ 9.65 9.35@ 9.65 9.35@ 9.65 9.40@ 9.65 9.50@ 9.75 9.65@ 9.85 9.50@ 9.75 7.75@ 9.00 9.15@ 9.65 9.26-232 lbs	9.60@ 9.75 9.60@ 9.80 9.65@ 9.80 9.65@ 9.75 8.00@ 8.75 8.75@ 9.50	8 8.25@ 9.00 8.60@ 9.20 8.90@ 9.35 9.10@ 9.35 9.00@ 9.35 8.75@ 9.25 7.50@ 8.65	9.10@ 9.50 9.15@ 9.50 9.15@ 9.60 9.00@ 9.45 8.85@ 9.25 7.40@ 8.75 8.00@ 9.00	8.75@ 9.00 9.00@ 9.10 9.00@ 9.15 9.10@ 9.15 9.10@ 9.15 8.75@ 9.10 7.50@ 8.50 8.74-209 lbs.
Slaughter Cattle and Calves:					
STEERS (600-900 LBS.):					
Choice Good Medium Common	$egin{array}{c} 12.75@13.50\ 11.50@12.75\ 9.25@11.50\ 6.00@9.25 \end{array}$	10.50@12.25 6.50@10.50	12.00@13.00 10.75@12.00 9.00@10.75 5.50@ 9.00	12.00@13.00 10.25@12.25 6.75@10.25 5.25@ 6.75	12.00@13.00 10.50@12.00 8.50@10.50 5.00@ 8.50
STEERS (900-1,100 LBS.):					
Choice Good	12,50@13,50 10,25@12,50 8,25@10,50 6,00@ 8,25	10.50@12.25 6.50@10.50	11.75@13.00 10.00@12.00 8.25@10.75 5.50@ 8.50	11.25@13.00 9.50@12.00 6.50@10.25 5.25@ 6.50	11.50@13.00 9.75@11.50 8.00@ 9.75 5.00@ 8.00
STEERS (1,100-1,300 LBS.):					
Choice	11.75@12.75 9.50@11.75 8.00@ 9.50	9.00@11.00	11.25@12.50 9.25@11.75 7.75@ 9.75	$\begin{array}{c} 10.50@12.25 \\ 9.00@11.25 \\ 6.50@9.50 \end{array}$	10.75@12.00 9.00@10.75 7.75@ 9.25
STEERS (1,300-1,500 LBS.):					
Choice	11.50@ 12.50 9.25@11.50		10.50@11.75 9.00@11.00		10.50@11.75 9.00@10.75
HEIFERS (550-850 LBS.):					
Choice Good Medium Common		9.50@11.75 6.25@ 9.50	11.25@12.25 9.75@11.50 6.75@ 9.75 5.25@ 6.75	9.50@11.50 6.00@ 9.50	11.50@12.25 9.75@11.50 6.75@ 9.75 5.00@ 6.75
COWS:	7 006 6 00	6.75@ 7.00	6.75@ 8.00	6.25@ 7.25	6.25@ 7.50
Choice Good Com-med. Low cutter and cutter	7.00@ 8.00 5.50@ 7.00 4.25@ 5.50 3.25@ 4.25	5.50@ 6.75 4.25@ 5.50	5.25@ 6.75 4.25@ 5.25 2.75@ 4.25	5.00@ 6.25 4.00@ 5.00	5.25@ 6.25 4.00@ 5.25 2.75@ 4.00
BULLS (YRLS, EX. BEEF):					
Gd-ch. Cul-med.	5.75@ 6.73 4.25@ 6.23		5.25@ 6.25 3.75@ 5.50		5.50@ 6.50 3.50@ 5.75
VEALERS (MILK-FED):					
Gd-ch. Medlum Cul-com.	8.00@10.2	5 8.50@12.00	10.00@11.50 8.00@10.00 4.00@8.00	6.00@ 8.00	10,00@13.00 8,00@10.00 5,00@ 8.00
CALVES (250-500 LBS.):					
Gd-ch. Com-med.	6.50@ 8.0 4.50@ 6.5	0 6.50@ 8.50 0 3.50@ 6.50	6.00@ 8.00 4.00@ 6.00		6.00@ 8.00 4.00@ 6.00
Slaughter Sheep and Lambs:					
Medium	6.50@ 7.5	0 6.25@ 7.50	7.25@ 8.25 6.25@ 7.25 5.00@ 6.25	6.25@ 7.50	7.00@ 7.85 6.00@ 7.00 5.00@ 6.00
Yearling Wethers:					
(90-110 lbs.)—Med-ch. Ewes: (90-120 lbs.)—med-ch. (120-150 lbs.)—Med-ch. (All weights)—Cul-com.	2.75@ 4.0 2.25@ 3.5	0 2.25@ 3.25 0 2.00@ 3.00	4.00@ 6.00 2.25@ 3.50 2.25@ 3.20 1.00@ 2.20	2.50@ 3.75 2.25@ 3.50	4.00@ 6.00 1.75@ 3.00 1.75@ 3.00 1.00@ 1.75

downturn was recorded. For the week, prices were quoted steady, bulk of lambs selling late at \$7.50@7.75; top, \$8.25; common throwouts, \$4.50; fat ewes, \$2.50@3.00.

OMAHA

(Reported by U. S. Bureau of Agricultural Economics.)

Omaha, Oct. 23, 1930.

CATTLE—Fed steers and yearlings worked lower early in the week, but the market ruled active and stronger on closing days, with the early decline regained. She stock closed the week mostly 25c lower, except low cutters which held about steady. Bulls are strong to 25c higher and vealers 50c lower. Several loads choice yearlings earned \$12.25@12.75, with a part load \$13.00. Choice weighty steers, 1,491 lbs., cashed at \$11.60.

HOGS—The undertone in the hog trade has been decidedly bearist throughout the period, and in spite of light receipts, demand has lacked breadth. Price trend has been unevenly lower. Comparisons Thursday with Thursday show values 25@40c lower. On Thursday, top was \$9.35, with bulk of 190- to 250-lb. weights, \$9.15@9.35; 160- to 200-lb. lights, \$8.85@9.25; packing sows, \$7.75@8.60; stags, \$7.50@8.25.

SHEEP—An uneven distribution of supplies resulted in sharp fluctuations in lamb values, with a two-way trade developing as a result, while comparisons Thursday with Thursday show values steady to 25c higher. From the high time Tuesday, the market is 50@ 75c lower. On Thursday, bulk of

slaughter range lambs sold at \$8.00, while Tuesday's top was \$9.00. Bulk of fed wooled and native lambs, on the current day's trade, sold \$7.50@7.75, with fed clipped offerings at \$7.50. Matured sheep have been scarce and are 25@50c higher. Good and choice slaughter ewes quoted \$3.00@3.50.

ST. PAUL

(By U. S. Bureau of Agricultural Economics and Minnesota Department of Agriculture.)

So. St. Paul, Minn., Oct. 22, 1930.

CATTLE—In a general way the cattle market ruled 25@50c lower for the past week, while bulls were in demand and sold 25c higher, with vealers largely 50c higher. Fed steers and yearlings were scarce, and sold largely at \$10.00 @12.00, with outstanding range steers at \$8.65@9.25, although bulk sold at \$6.00@8.00. Most of the grass cows sold at \$4.00@6.00; best, \$6.50@7.00; most grass heifers, \$5.00@7.00; best, \$8.25@8.75. Low cutters and cutters bulked at \$3.00@4.00; bulls, \$4.50@5.25; good and choice vealers, \$10.50@12.50.

HOGS—Marketing of hogs increased compared with last week, and the market sagged around 50c on lights and butchers, placing most of these at \$8.75@9.00; bulk light lights, \$8.75; sows, \$7.75@8.25.

SHEEP—Lambs reacted sharply and

SHEEP—Lambs reacted sharply and sold 75c@\$1.00 higher, with most of the ewe and wether lambs lately at \$8.00@8.25. Fat ewes sold largely at \$2.00@3.00. Desirable range feeding lambs sold at \$6.25@6.50; with lighter and less desirable kinds cashing downward to \$5.00 and below.

SIOUX CITY

(Reported by U. S. Bureau of Agricultural Economics.) Sioux City, Ia., Oct. 23, 1930.

CATTLE—Beef steers and yearlings closed strong to 25c higher under meager late supplies, with yearlings showing the upturn. Choice yearlings, 1,000 lbs. down, topped at \$12.75, medium weight beeves reached \$12.50 and most grain feds turned at \$9.75@11.75. Fat she stock finished steady to 25c lower, fed heifers and low grade cows indicating little change. Grass fat heifers bulked at \$5.25@\$7.75, short feds ranged up to \$10.00 and beef cows bulked at \$4.25@5.50. Bulls ruled strong to 25c higher, and medium grades went freely at \$4.50@5.25. Vealers strengthened and selects sold up to \$11.50.

HOGS—Considerable strength predominated in the late market, and the top advanced to \$9.25 from the low point of \$9.00 at an earlier stage. The late rally was insufficient to overcome early declines, and hog values finished 25@35c lower for the period. At the close, most good to choice 180- to 300-lb. averages brought \$9.00@9.25, and 150- to 180-pounders earned \$8.50@9.00. Better grade 350-lb. butchers were salabale around \$8.75. Packing sows sold mainly from \$7.75@8.50, and a few smooth lights reached \$8.65. SHEEP—In the face of local record-

SHEEP—In the face of local recordsmashing receipts, fat lamb prices advanced to mid-week when choice natives scored \$9.00. A late break, however, sent top price down to \$8.00 to close the period steady with a week earlier. Fat lambs bulked at \$7.75@8.00 late. Most fat ewes sold \$2.50@3.00.

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PACKERS'						r. PA	Calves.	Hogs.	Sheep.
Purchases of livesto centers for the week (1930, with comparison	ek by	y packer	s at pr	incipal	Armour and Co	2 652	2 580		10,535
1930, with compariso	DB,	are rep	orted t	The	Cudahy Pkg. Co. Swift & Co. United Pkg. Co. Others	5,877	1,080 5,323	27,338	15,365
National Provisioner a	II CAC				United Pkg. Co	1,459	121 21	20,204	7,885
	C	attle.	Hogs.	Sheep.			-	58,201	
Armour and Co		8,487	2,628	24,833	TotalMII			58,201	34,019
Morris & Co		1,939	1,627	25,961 8,171 9,707		7-461-	Calman	Hogs.	Sheep.
Anglo-Amer. Prov. Co.		1,172		9,101	Plankinton Pkg. Co. Swift & Co., Chi.,	1,724	5,657	17,212	1,469 245
Angio-Amer. Prov. Co. G. H. Hammond Co. Libby, McNeill & Lib	by	2,318 456	658		Swift & Co., Balti.		****	351	
Brennan Packing Co	0., 6,	272 hogs	; Indep	endent	Piankinton Pkg. Co. Swift & Co., Chi Swift & Co., Balti Swift & Co., Harri- son, N. J. U.D.B. Co., N.Y. The Layton Co R. Gums & Co Armour and CoMil.				480
hogs; Hygrade Food	Produ	ets Corp	., 3,935	hogs;	The Layton Co	30	****	676	70
Brennan Packing Co. Packing Co., 524 hogs hogs; Hygrade Food Agar Packing Co., 4 Total: Cattle, 25	,733 .434;	hogs.	5,400:	hogs,	R. Gumz & Co Armour and Co., Mil.	209 685	2,817	77	70
80,400; anech, 00,012.					Armour and Co., Mil. Armour and Co., Chi. N.Y.B.D.M.Co., N.Y.	96			****
KAN		CITY.			Others	491	224	2,277	769
		alves.		Sheep. 6,958	Total	3,225	8,715	20,593	3,033
Armour and Co		4,722	3,708 2,433	7,215			POLIS. Calves.	Hoge	Sheep.
Fowler Straub Co Morris & Co		283 3.758	1,350	5,137	Foreign	967	1,841	22,068	3,437
Swift & Co		5,558 ,	6,286 2,790	7,878 5,984	Kingan & Co Armour and Co Indianapolis Abt. Co.	890 125	445 34	10,203 1,650	1,009
Others		1,045	301	02	Indianapolis Abt. Co. Hilgemeier Bros	1,256		1,060	****
Total	5	24,872	16,868	33,264	Brown Bros. Schussler Pkg. Co Riverview Pkg. Co Meier Pkg. Co Ind. Prov. Co Maas Hartman Co Art Wabnitz	59	20	154	****
	OMA				Riverview Pkg. Co	14		247 126	****
	and t	Calves.		Sheep.	Ind. Prov. Co	128 52	12	301 288	17
Armour and Co		4,491	7,622 5,465	8,379 14,410	Maas Hartman Co	19	32	****	61
Armour and Co Cudahy Pkg. Co Dold Pkg. Co Morris & Co		840	4.625	4,462	Art Wabnitz Hoosier Abt. Co Others	14 826	****	170	664
Swift & Co		4,999	3,662	12,717					
Morris & Co. Swift & Co. Eagle Pkg. Co. Eagle Pkg. Co. Mayerowich & Vail. Omaha Pkg. Co. J. Rife Pkg. Co. J. Rife Pkg. Co. J. Roman Pkg. Co. J. Roman Pkg. Co. J. Roman Pkg. Co. J. Roth & Sons. Sinclair Pkg. Co. Wilson Pkg. Co. Owisson Pkg. Co. Owisson Pkg. Co. Owisson Pkg. Co. Owisson Pkg. Co. Others		74	****	****	TotalCII	NCINE	2,531 VATI.	80,207	5,304
Mayerowich & Vall Omaha Pkg. Co		66				Cattle.	Calves.		
J. Rife Pkg. Co	****	75		****	S. W. Gall's Sons J. Hilberg & Son	101	6		296 61
Lincoln Pkg. Co		713			Gus. Juengling	2.091	113	6,396	2,697
J. Roth & Sons		41			Kroger G. & B. Co.	202	117	2,113 246	****
Wilson Pkg. Co		308	****	****	W. G. Rehn's Sons.	148	54		****
	100		18,694	****	Gus. Juengling E. Kahn's Sons Co Kroger G. & B. Co. Lohrey Pkg. Co W. G. Rehn's Sons A. Sander Pkg. Co. J. Schlachter's Sons J. & F. Schreth Co.	202	151	1,157	248
Total		18,781	40,075	39,968	J. & F. Schroth Co John F. Stegner J. Vogel & Son Ideal Pkg. Co	198	275	2,329	196
	LOI attle.	Calves.	Hogs.	Sheep.	J. Vogel & Son	10	4	384 490	
Armour and Co	3,730	1,000	1,974	2,882	Others Foreign	1 149	337	3,193	1,907
Swift & Co Morris & Co	1,133	2,475 562	2,163 585	2,753 647					-
East Side Pkg. Co	1,242 485	12 67	4,863 2,418	671	Not including 766 sheep bought direct	cattle	1,370	19,493 hogs an	5,493 d 1.303
Heil Pkg. Co	345	123	2,726	65	sheep bought direct	DIMIT	LATION		
East Side Pkg. Co American Pkg. Co Heil Pkg. Co Krey Pkg. Co Sieloff Pkg. Co Others	4 796	670	350 14,226	2,764	Recapitulation of p	ncker	LATION.	ases by	markets
		_		9.782	Recapitulation of p for week ended Oct	ober 1	18, 1930,	with o	compari-
Total	cattl	le, 1,688	calves,	25,333		CATT	LE. Week		
hogs and 1,547 sheep	JOS!	tht direc	t.				ended	Prev.	Cor. week,
		Calves.	Hogs.	Sheep.	Chicago		et. 18.	week. 24,314	1929. 30.842
Swift & Co	3,086	975 190	7,305	11,693 4,587	Chicago		24,872	23,473	22,386 18.476
Morris & Co	2,062	651	3,418 3,951	1,644	St. Louis		15,470	$18,390 \\ 15.322$	14,170 12,493
_	-	-	6,115		Stonx City		8.335	8.314 9,668	7,655
Total1		2,506 CITY.	20,787	21,924	Sionx City Oklahoma City Wichita Denver		2,910 1,861	2,909 1,896	3,374 1,570
C	attle.	Calves.		Sheep.	Denver St. Paul Milwaukee Indianapolis Cincinnati		2,901 12,679	2,293 12,121	3,582
Ondahy Pkg. Co Armour and Co Swift & Co	2,287	190	5,158 5,108	5,448 5,161	Milwaukee		8,225	3,435 5,536	3,421 6,596
Swift & Co.	1,831	216	2,873	6,031	Cincinnati		4,233	3,999	4.380
Others	2,206	76	8,667	531	Total	1	35,530	131.670	139,257
Total	8,335	621	21,875	17,171	(Malana)	SHE	P.		WD 04 M
Total OKLAI OKLAI C Morris & Co Wilson & Co Others Total	HOM	A CITY.		~	Kansas City		88,672	71,834 34,393	58,815 27 687
Morris & Co	attle. 1 382	Calves.	2.001	Sneep.	St. Louis		89,968 9,782	40.374 7.630	27 687 20,447 7,201
Wilson & Co	1,362	801	2,085	200	St. Joseph		21.924	22,785 $15,122$	24.791 14,007
Others	0.010	1 514	4 000	989	Oklahoma City		353	422 848	556
Total	2,910	and 28	sheep	bought	Denver		23,464	22.074	1,021 18,419 38 098
direct.	ICHI				Milwaukee	*****	8,088	2.577 8,802	3.708 11.199
C	attle.	Calves	Hogs.	Sheep.	St. Paul		5.493	6.145	3.492
Cudahy Pkg. Co Jacob Dold Co Fred W. Dold	1,133	324	3,057	436 29	Total		the same of the sa	268.736	224,526
Fred W. Dold Dunn-Ostertag	102		410			HOG	S.		
Keefe-Le Stourgeon. Wichita D. B. Co			****		Chicago		16,868	55,125 17.018	63,723 24,816
_					Kansas City Omaha St. Louis		40.075	42 068	26,924
Total	1,861	329	5,817	465	St. Louis	*****	20,787	27.755 24,297 23,196	35,852 27,073
D D	ENVI	ER.	. uneci		Oklahoma City		4,808	3.952	5.071
	Cattle	. Calves.	Hogs.	Sheep.	Denver		3.941	3.952 6.762 4.595 59 783 17.942	7,840 6,868
Swift & Co Armour and Co Blayney-Murphy Co	922 876	165 87 92	1,117 778 978	11,150 11,478	Milwankee		20,593	59 783 17.942	63,405 19,622
Blayney-Murphy Co Others	250 853	92	978 1,078	836	Indianapolia		38,287 19,493	34,426 20,231	38,763 17,311
Total		-		23,464	Total		334,537		381,105

CHICAGO LIVESTOCK

Statistics of livestock at the Chicago Union Stock Yards for current and comparative periods are reported as follows:

RECEI	PTS.		
Cattle.	Calves.	Hogs.	Sheep.
fon., Oct. 1321,074	2,802	38,663	41,767
rues., Oct. 14 8,600	2,196	18.814	23,196
Ved., Oct. 1510,338	2,128	15,592	16.944
Thurs., Oct. 16 9,798	1.519	23,850	13,681
rl., Oct. 17 1,875	639	18,806	15,008
Sat., Oct. 18 1,000	200	8,000	7,000
Total this week52,685		123,725	117,596
Previous week51,278	10,387	137,752	132,326
Cear ago57.534	11,123	134,037	93.141
Two years ago52,979	12,449	148,403	110,870
Total receipts for monwith comparisons.	th and y	rear to	Oct. 18,
- October		-Year	
1930. 11	29. 1	930.	1929.

Cattle121.9	70 135.4	05 1.74	7,228 1	.866.370	
Calves 24,8	28,3		0,256	562,043	
Hogs313,3	44 344,1	65 5.90	7.062 6	,220,846	
Sheep310,7			1,118 3	.051,052	
	SHIPME				
	Cattle.	Calves.	Hogs.	Sheep.	
	4,909	99	11,221	5,179	
	3,642	156	6,073	7,885	
	3,621	47	4,296	10,042	
Thurs., Oct. 16	3,072	26	3,616	9,954	
Fri., Oct. 17		69	6,642	10,789	
Sat., Oct. 18	500		700	2,000	
	0 200		00.740	48.040	
Total this week		397	32,548	45,849	
Previous week		603	37.631	54,082	
Year ago		615	29,957	31,884	
Two years ago]	7,210	583	21,424	38,031	
WEEKLY AVERA	GE PRI	CE OF	LIVE !	STOCK.	
	Cattle.	Hogs.	Sheep.	Lambs.	
Week ended Oct. 1	8.810.75	8 9.50	3 2.85	\$ 7.55	
Previous week	10.80	9.65	2.85	8.05	
1029	13.95	9.55	4.50	12.80	
1928	14.60	9.70	5.75	13.10	
1927	13.85	10.90	5.65	13.85	
1926	10.35	12.30	6.15	18.45	
1925	11.85	11.25	7.25	15.20	
Av. 1925,1929	\$12.80	\$10.75	2 5.95	\$15.65	

SUPPLIES FOR CHICAGO PACKERS.

Net supply of cattle, hogs, and sheep for packers at the Chicago Stock Yards:

																	C	at	tle.		H	og	8.		8	he	ep.	
*Week	1	eı	21	đ	e	d		C	10	et	Ŀ.	1	8				36	.30	90	1	91.	4	00		7	12.7	100	
Previo	u	В	1	ų	re	×	1	k									34	,6	24	1	00	1	21		1	78,2	244	
1929 .																	39	,5	85	1	04	,1	04			31,2	257	
1928 .															 		35	.7	69	1	26	,9	79	1	-	72,8	339	
1927 .			۰					۰		۰				4			47	,1	51	1	93	.8	74		-	36,6	372	

*Saturday, Oct. 18, estimated.

HOG RECEIPTS, WEIGHTS, PRICES.

Receipts, average weights and tops and average prices of hogs, with comparisons:

	No.	Avg.	-Pri	ces-
	Rec'd.	Wgt.	Top.	Avg.
*Week ended Oct. 18.	123,700	231	\$10.25	\$ 9,50
Previous week	137,800	233	10.60	9.65
1929	134,037	237	10.20	9.55
1928	.148.408	243	10.35	9.70
1927	131,016	236	11.90	10.90
1926	.108,198	247	14.00	12,30
1925	121,175	245	12.00	11,25
Av. 1925-1929	128,500	242	\$11.70	\$10.75

*Receipts and average weights estimated.

CHICAGO HOG SLAUGHTERS. Hogs slaughtered at Chicago under federal inspection for week ended October 17, 1930, with comparisons:

Week		e	n	d	e	d		()	21	t.		3	1	١.							 		 				99,349
Previ	01	11	В	1	W	e	e	k														 	 					92,33
Year	1	u	r	0								٠	٠									 	 	 				120,31
1928																							 					135,20
1927																							 					95,00
1926					ì		Ĺ											٠	ì					 			ĺ.	91,30

CHICAGO HOG SUPPLIES.

Supplies of hogs purchased by Chicago packers and shippers during the week ended Thursday, October 23, 1930, were as follows:

	Week ended Oct. 23.	Prev. week.
Packers' purchases	41,107	63,367 38,366 37,023
Total(Chicago livestock prices		138,756

0.

141 870 18,

K. 55. 05. 80. 10. 85. 45. 20

65

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RECEIPTS AT CENTERS

SATURDAY, OCTOBER 18, 1930.

	Cattle.	Hogs.	Sheep
Chicago	800	8,000	7.00
Kansas City	300	800	0.00
Omaha		2,800	5.00
St. Louis		3.800	8.00
St. Joseph		1,500	
Sioux City		1,500	2,50
St. Paul		1,500	11.00
Oklahoma City		2,600	50
Fort Worth		300	50
Milwaukee		300	111
Denver		150	2,30
Louisville		200	
Wichita		1,000	10
Indianapolis		2,500	10
Pittsburgh		1,800	50
Cincinnati		1,000	
Buffalo		300	***
Cleveland		400	***
Nachwille	200	100	

MONDAY, OCTOBER 20, 1930.

MONDAY, OUTOBER 20,	TESO.	
Cattle.	Hogs.	Sheep.
Chicago 26,000	50,000	25,000
Kansas City 33,000	8,000	14,000
Omaha 24,000	9,000	19,000
St. Louis 9,000	13,000	1,500
St. Joseph 5,500	5,000	3,500
Sioux City 13,500	4,000	30,000
St. Paul 17.000	18,000	36,000
Oklahoma City 900	1,000	100
Fort Worth 2,200	600	300
Milwaukee 800	3,100	400
Denver 16,000	3,000	41,400
Louisville 300	500	100
Wichita 3,800	2,300	500
Indianapolis 300	7,000	6,000
Pittsburgh 1,000	4,700	3,200
Cincinnati 3,200	2,800	100
Buffalo 1.300	2,600	2,300
Cleveland 1,500	3,700	500
Nashville 200	900	100

TUESDAY, OCTOBER 21, 1930.

	Cattle.	Hogs.	Sheep
Chicago	9.000	33,000	19,00
Kanasas City	18,000	8,000	13,00
Omaha	7,000	5,500	19,00
St. Louis	6,500	13,500	2,50
St. Joseph	2,400	4,000	3,50
Sioux City	2,500	4,000	7,50
St. Paul	1,600	10,000	3,50
Oklahoma City	700	800	10
Fort Worth	2,700	400	40
Milwaukee	600	8,000	60
Denver	2,100	2,000	22,50
Louisville	100	100	10
Wichita	900	2,000	40
Indianapolis	1,700	9,000	2,00
Pittsburgh		1,500	80
Cincinnati	800	3,400	40
Buffalo	100	6,600	4.20
Cleveland	200	1,900	2,00
Nashville		100	10

WEDNESDAY, OCTOBER 22, 1930.

	Cattle.	Hogs.	Sheep.
Chicago	11.000	17,000	26,000
Kansas City	7.500	5,000	16,000
Omaha	4.500	3,000	14,000
St. Louis	4,500	13,000	4,500
St. Joseph	2.000	4.000	5,500
Sloux City	4.500	3.000	5,000
St. Paul	2,000	17,000	5.000
Oklahoma City	1.200	1,000	200
Fort Worth	8,000	700	300
Milwaukee	800	4,000	600
Denver	3,000	800	25,900
Louisville	200	100	
Wichita	1,500	1.500	300
Indianapolis	200	5,000	2,000
Pittsburgh	*****	8,000	1.500
Cincinnati	600	2,200	1,300
Buffalo	500	1.500	1.800
Cleveland	800	2,500	5,000
Nashville		100	

THURSDAY, OCTOBER 23, 1930. Cattle. Hogs. Sheep.

Chicago	6,500	17,000	26,0
Kansas City	3,500	5,000	12.0
Omaha	2.000	4,000	20,0
St. Louis	2.500	9,000	3,5
St. Joseph	1,700	4.000	3.0
Sioux City	2.000	3,000	4.5
St. Paul	2,800	10,000	11,0
Oklahoma City	200	500	40
Fort Worth	3.000	600	2,0
Milwaukee	800	4,500	56
Denver	1,000	800	12,0
Louisville		300	2
Wichita	300	1,600	41
Indianapolis	700	5,000	2.0
Pittsburgh		1.500	2.5
Cincinnati	200	2,000	1.0
Buffalo	200	2,100	2.0
Cleveland	300	1,400	5.0
Nashville		200	

FRIDAY, OCTOBER 24, 1930.

Chicago							 	 		 2,500	16.000	2
Kansas	CI	tv	,	٠,						1.000	5,000	-
Omaha			٠							800	5,000	
St. Lou	is				 	 				 700	9,500	1
St. Jose	ph					9				1,000	6,000	-
Siony C	100									1 800	4.500	

St. Paul	2,800	12,000	7,00
Oklahoma City	500	700	10
Fort Worth	2,400	400	70
Milwaukee	300	1,500	20
Denver	400	800	3,70
Wichita	200	1,000	10
Indianapolis	600	7,000	1,50
Pittsburgh		1,800	1,50
Cincinnati	900	4,300	1,20
Buffalo	200	2,600	4,50
Cleveland	300	1,400	2,40

SLAUGHTER REPORTS

Special reports to The National Provisioner show the number of livestock slaughtered at the following centers for the week ended October 18, 1930, with comparisons:

CATTLE

C	ended Prev. ect. 18. week.	week, 1929.
Chicago	25,434 24,814	30,842
Kansas City	23,473	27,369
Omaha	22,986 15,278	16,325
St. Louis	15,470 15,322	14,170
St. Joseph	8,837 6,277	9,843
Sloux City	6,925 7,410	6,195
Wichita	2,190 3,415	2,211
Fort Worth	5,500 4,314	
Philadelphia	1,652 1,796	1,502
Indianapolis	1,404 1,663	2,067
New York & Jersey City.	7,666 8,291	8.177
Oklahoma City	4.614 4.557	6.143
Cincinnati	3,330 5,481	15.317
Denver	2,371 1,992	3,174
Total	108,388 123,583	143,335

Hogs.

Chicago	
Kansas City	
Omaha	
St. Louis	. 29,346 27,755 26,924
St. Joseph	. 14,788 16,327 27,892
Sioux City	
Wichita	
Fort Worth	. 3.346 2.679
Philadelphia	
Indianapolis	
New York & Jersey City	
Oklahoma City	
Cincinnati	
Denver	
Total	.297,140 317,171 358,864

SHEE

		4.0
Chicago 68,672	71,834	53,815
Kanaas City	34,383	27,687
Omaha	40,976	28,207
St. Louis 9,782	6,630	7,281
St. Joseph 17,924	18,320	20,197
Sioux Clty 13,165	13,470	12,720
Wichita 465	848	1,021
Fort Worth 2,499	2,478	
Philadelphia 8,722	7,385	6,845
Indianapolis 989	1,653	1,176
New York & Jersey City. 85,403	85,905	68,671
Oklahoma City 639	889	556
Cincinnati 4,020	5,216	1,813
Denver 18,051	9,476	6,440
Total	299,363	235,929

U. S. INSPECTED HOG KILL.

Hogs slaughtered under federal inspection at nine centers during the week ended Friday, Oct. 17, 1930:

	Week ended Oct. 17.	Prev. week.	Cor. week, 1929.
Chicago	. 99.349	92.331	120,319
Kansas City, Kan		34,106	38,531
Omaha		23,569	27,567
*East St. Louis	. 45,027	44,775	57,487
Sioux City	. 12,936	13,211	15,294
St. Paul	56.922	50,915	58,890
St. Joseph, Mo	. 13.365	14.862	24,910
Indianapolis	. 15,616	12,267	19,851
New York and J. C		36,320	39,180

^{*}Includes St. Louis, Mo.

NEW YORK LIVESTOCK.

Receipts of livestock at New York markets for week ended October 18, 1930, were as follows:

Jersey City Central Union New York	4,684	9,629 906 2,449	Hogs. 4,460 19,647	Sheep. 38,855 21,180 13,467	
Total	8,136	12,975	24,107	71,502	
Previous week	7,289	14,407	25,250	79,955	

THE WEEK IN HOG FUTURES.

Transactions in the hog future market are reported by the Chicago Livestock Exchange for the week ended Oct. 24, 1930, with totals from the opening of future trading on March 1, 1930, to date, as follows:

V	Veek ended Oct. 24.	Total to Oct. 24.
Pounds sold	264,000	16,599,000
Hogs sold	1,150	72,890
Contracts sold		1,007
Hogs delivered		12,760
Pounds delivered		2,967,170
Av. wt. hogs delivered		2288

Daily closing quotations for the week ended October 24, 1930, were as follows:

				-	77-
	L	ight.	Med.	Heavy.	Un- even.
Dec. Jan.			\$ 8.85 8.90		
	MONDAY, O	стов	ER 20,	1930.	
Dec.		8.75	\$ 8.80		
	TUESDAY, C	OCTOR	BER 21,	1930.	
Jan.		8.75	\$ 8.85		*****
	WEDNESDAY				
Dec. Jan.		8.85	\$ 8.80 8.85	******	
	THURSDAY,	OCTO	BER 23	, 1930.	
Dec. Jan.		8.75 8.85	\$ 8.85	******	
	FRIDAY, O	стов	ER 24,	1980.	
Jan.		8.85	\$ 8.85	*****	

*Light hogs—not less than 170 lbs., nor more than 210 lbs. Medium hogs—not less than 210 lbs., nor more than 200 lbs. Heavy hogs—not less than 260 lbs., nor more than 310 lbs. Uneven weight hogs—averaging not less than 200 lbs., nor more than 380 lbs. casing under 190 lbs., or more than 330 lbs. Cariot—16,500 lbs., with a variation not in excess of 1,500 lbs.

RECEIPTS AT CHIEF CENTERS.

Combined receipts at principal markets, week ended Oct. 18, 1930, were as follows:

At 20 markets:	Cattle. 1	Hogs. Sheep.
Week ended Oct. 18	.292,000 48	7,000 537,000
Previous week		2,000 584,000
1929		7,000 548,000
1928		0,000 559,000
1927		6,000 544,000
1926	.398,000 58	8,000 578,000
At 11 markets:		Hogs.
Week ended Oct. 18		
Previous week		467.000
1929		524,000
1928		527,000
1927		449.000
1926		470,000

1920			. 200,000
At 7 markets:	Cattle.	Hogs.	Sheep.
Week ended Oct. 18		360,000	393,000
Previous week		396,000	433,000
1929	.241,000	443,000	328,000
1928	.242,000	414,000	884.000
1927	.284,000	365,000	328,000
1926	.317,000	363,000	378,000

HEADS BOURBON STOCK YARDS.

E. L. German, for the past twelve years traffic manager of the Bourbon Stock Yards, Louisville, Ky., and general manager since 1927, was appointed president of the company to succeed Oscar Fenley, who announced his forthcoming retirement some time ago. In addition to his other activities, Mr. German has been secretary of the Louisville Livestock Exchange and manager of the Livestock Claim Bureau, through which many damage claims have been collected for shippers. He is also a vice-president of the American Stockyards Association.

CANADIAN LIVESTOCK PRICES.

Summary of top prices for livestock at leading Canadian centers, week ended October 16, 1930, with comparisons, as reported by the Dominion Live Stock Branch:

BUTCHER STEERS.

DULCIALITY GLEEN	EMO:	
Up to 1,050 lbs	B.	
Week ended Oct. 16.	Prev. week.	Same week, 1929.
Toronto \$ 7.50	8 7.75	8 9.35
Montreal 7.00	7.75	9.00
Winnipeg 6.00	6.25	8.50
Calgary 5.50	5.50	7.75
Edmonton 5.50	5.75	7.50
Prince Albert 5.50	5.00	7.00
Moose Jaw 6.00 Saskatoon 5.50	5.50 5.25	8.50
		4.40
VEAL CALVES	5.	
Toronto	\$13.50	\$16.00
Montreal 10.50	11.00	14.00
Winnipeg 10.00	9.50	12.00
Calgary 7.00	6.50	9.00
Edmonton 8.50	9.00	11.00
Prince Albert 7.00	5.00	8.25
Moose Jaw 8.00 Saskatoon 8.00	7.50	10.00
Subkatoon 5.00	8.00	10.00
SELECT BACON H	OGS.	
Toronto\$12.00	\$13.00	\$13.00
Montreal 13.00	12.75	12.75
Winnipeg 11.50	11.50	10.85
Calgary 11.50	11.50	11.00
Edmonton 11.25	11.25	10.35
Prince Albert 11.00	11.00	10.65
Moose Jaw	11.20 11.20	10.75
Saskatoon 11.20	11.20	10.50
GOOD LAMBS		
Toronto \$ 8.75	\$ 8.75	\$12.00
Montreal 8.10	8.00	10.50
Winnipeg 7.50	7.50	9.50
Calgary 6.65	6.50	9.00
Edmonton 7.00	7.00	8.25
Prince Albert	6.50	8,75
Moose Jaw 6.25	6.50	9.00
Saskatoon 6,25	6,00	10,00

How much hair does the average hog carcass yield? Ask "The Packer's Encyclopedia."

TRADE GLEANINGS

The plant of the Honey Grove Cotton Oil Co., Honey Grove, Tex., is reported damaged by fire.

Victor Cotton Oil Co., Gaffney, S. C., plan to erect a \$20,000 storage and distribution addition to its present plant in the near future.

The United Cash Wholesale Co., New Orleans, La., plans to open a packing-house products department, specializing in hams, bacon, sausage, etc., and will begin distribution at once, it is reported.

The East Tennessee Packing House, Inc., Morristown, Tenn., has been incorporated with a capital stock of \$25,000. Incorporators are given as E. B. Dingus, D. R. Bacon and H. M. Taylor.

Ground has been broken at Allandale, Ont., Canada, for the new \$125,000 packing plant of the First Co-Operative Packers of Ontario, Ltd. It is expected that the plant will be put in operation in February, 1931. The company, recently organized, has more than 1,000 shareholders.

The Golden State Food Products Co., San Jose, Cal., recently organized, plans to furnish retailers within a radius of fifty miles of San Jose with sausage and smoked meats. The company has leased the sausage plant of G. Wendt & Sons, and will occupy the second floor of the Wendt building. The Wendts will continue their present business, occupying the main floor. The personnel of the new food products company includes four Chicago men, Max Sparrar, Geo. Sparrar, Michael Cherney and Joseph Roman.

CHICAGO HIDE MOVEMENT.

Receipts of hides at Chicago for the week ended October 18, 1930, were 2,-986,000 lbs.; previous week, 3,408,000 lbs.; same week last year, 3,825,000 lbs.; from January 1 to October 18, this year, 149,270,000 lbs.; same period a year ago, 159,798,000 lbs.

Shipments of hides from Chicago for the week ended October 18, 1930, were 2,614,000 lbs.; previous week, 3,522,000 lbs.; same week last year, 4,815,000 lbs.; from January 1 to October 18, this year, 133,059,000 lbs.; same period a year ago, 174,247,000 lbs.

WEEKLY HIDE IMPORTS.

Imports of cattle hides at leading U. S. ports, week ended October 18, 1930, were as follows:

			Tron day
Week ended	New York.	Boston.	Phila.
Oct. 18, 1930 Oct. 11, 1930			2,720
Oct. 4. 1930			12,915
Sept. 27, 1930			
To date, 1930	1,331,852	662,608	459,537
Oct. 19, 1929	52,357	8,228	3.053
Oct. 12, 1929			234
Non			-
To date, 1929	1,635,508	381,415	518,768

USUAL SULLIVAN DIVIDENDS.

The Sullivan Packing Company of Detroit, Mich., has declared its usual quarterly dividend of 2 per cent on the preferred stock of the company, payable November 1, 1930, to stockholders of record, October 20, 1930.

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Hide and Skin Markets

Chicago.

PACKER HIDES-Trading in the packer hide market this week was very quiet, the only activity being the movement of about 11,500 light native cows at steady price, and the sale by an outside packer of a car each of butt brands and Colorados and couple cars branded cows, all at steady prices. However, as the week closes, the general impression prevails that some hides are being booked quietly to tanning account.

Some of the apparent lack of interest in the market on the part of buyers may be accounted for by the fact that the annual meeting of the Tanners' Council is being held late this week at Buffalo. Buyers continue to talk very pessimistically regarding hide values, based on the statistical showing of the production and sale of shoes recently, the resulting inactivity in the leather market, and the expected run of range cattle in this market. However, the range run so far is reported below that of last year.

Some offerings of hides were re-ported at last trading prices, with buyers wanting branded cows at a half-cent decline. Other packers report stocks well cleaned up and are not inclined to press offerings.

Spready native steers 141/2c, Heavy native steers last sold at 13c, and extreme native steers at 111/2c.

An outside packer moved 900 August-September butt branded steers at 13c, steady; also 950 October Colorados at 12½c, steady. Heavy Texas steers last sold at 13c; light Texas steers nominally 12c, and extreme light Texas steers 10c.

Heavy native cows nominally 111/2c, some asking 12c. Two packers sold 11,500 September-October light native cows, principally River points, at 10%c, steady. An outside packer sold 2,000 branded cows, same dating, at 10c, also steady.

Bulls were well cleaned up earlier,

with last sales at 71/2c for native bulls and 61/2c for branded.

South American market quiet early with a little trading later around steady prices. A sale of 4,000 Montevideo steers to Germany was reported at \$35.75, equal to 13%c, c.i.f. New York, and Argentine steers sold at \$22.50 pares 1 to 120%c

\$33.50, equal to 12%c.
SMALL PACKER HIDES — Small packer market quiet, with last trading locally in October hides at 10½c for all-weight native steers and cows and 9½c for branded from outside plants. Two small lots still unsold. Re-sale this week of 2,500 September branded cows reported at 9½c.

HIDE TRIMMINGS—Quoted \$30.00 per ton, Chicago basis.

COUNTRY HIDES — The country -Quoted \$30.00

market was fairly steady. Stocks are not large and, while a few sales were reported early in the week on buffs and extremes by some houses, most dealers claim to be fairly well sold up and find it rather difficult to secure offerings in the country that will enable them to sell at these levels. All-weights quoted 7½c, selected, delivered, recently paid for 48 lb. avge. Heavy steers and cows 7c, selected, nom. Buff weights quoted 7½c last paid and bid. Extremes, 25/45 lb., can be sold at 91/2c; offerings light.

Bulls 5@5½c, selected, nom. All-weight branded quoted about 6c, less Chicago freight.

CALFSKINS-One car of big packer October calfskins sold this week at 21c, and market generally quoted on this basis. The preference shown recently tor calf for upper leather has kept calfskins at a wide differential over light hides. Most packers sold up to end of September.

Chicago city calfskins quoted 171/2@ 18c, nom., for straight 8/15 lb. weights. Mixed cities and countries 15@15½c; straight countries 12@13c. Last sale Last sale of Chicago city light calf and deacons was at \$1.25.

KIPSKINS . - Most packers moved September native kipskins earlier, at 18c for northerns; a small lot offered at 171/2c, with the usual differential of about 2c for over-weights and branded.

One collector sold a car first-salted Chicago city kips this week at 16c, about steady. Mixed cities and countries 12@13c, nom.; straight countries 11@11½c.

Packer regular slunks were sold up earlier to end of September at \$1.15. One packer moved a few hairless this

week at 35c, flat.

HORSEHIDES—Market about steady, with choice city renderers quoted \$3.60@4.00 and some recent trading at inside price; outside city renderers priced around \$3.50, ranging down to \$3.00@3.25 asked for mixed city and country lots.

SHEEPSKINS—Dry pelts slow at around 10c per lb. Big packer shearlings unchanged; very few around and market quoted on basis of 60c last paid for No. 1's, and 35c for No. 2's. One packer sold beaver clips at \$1.15, and a small car at \$1.25. Pickled skin market continues in doubt as to actual prices being paid. Some trading re-ported in the market at undisclosed prices, with the market quoted by some packers \$4.00@4.50 per doz., according to quality, while good blind ribby lambs sold recently at \$5.00. Some poorer grade winter skins were reported moving earlier at lower prices, and others quote \$3.50@4.25 recently paid for straight run, according to quality. New York market in better shape, and \$4.75@4.871/2 per doz. quoted for quality of skins in that market. Last sales of October lamb pelts were at 60c for large and 40c for small pelts.

PIGSKINS—No. 1 pigskin strips to per lb. less than heavies. quoted around 6c per lb. Frozen gelatine scraps sold at 3%c per lb., for Branded ... @10% @ future shipment.

New York.

PACKER HIDES-Market quiet, all September hides having moved earlier; some activity on October take-off expected shortly. Meantime, market quoted nominally on basis of 13c for native steers and butt brands and 12½c for Colorados.

COUNTRY HIDES-Trading tinues rather quiet, due to lack of offerings. Extremes generally quoted 91/2c and butt brands top at 71/2c, with latter

in best demand. CALFSKINS -Market easier, with sales of 5-7's at \$1.60, and Fig. 1 \$2.00, reported going to Sml. pkr. lambs ... 0 \$655 ... 1.25@1.5 European buyer; the 9-12's sold at \$1.250 at \$1.250 at \$2.70. Veal kips 12/17 lb. sold at \$3.00, pry pelts ... 610 10 \$610\frac{1}{2}\$ 18 \$620

buttermilks at \$2.50; also two cars heavy kips, 17 lb. up, at \$4.30.

New York Hide Exchange Futures.

Saturday, October 18, 1930—Close: Oct. 8.75n; Nov. 9.25n; Dec. 10.65@ 10.75; Jan. 10.90n; Feb. 11.20n; Mar. 11.50n; Apr. 11.85n; May 12.18@12.20; June 12.40n; July 12.75n; Aug. 13.00n;

Supt. 13.20@13.30. Sales 15 lots.

Monday, October 20, 1930—Close:

Nov. 9.25n; Dec. 10.62@10.70; Jan.
10.90n; Feb. 11.20n; Mar. 11.50n; Apr.
11.85n; May 12.15@12.20; June 12.40n; July 12.75n; Aug. 12.95n; Sept. 13.15 @13.30. Sales 57 lots.

@13.30. Sales 57 lots.
Tuesday, October 21, 1930—Close:
Nov. 9.20n; Dec. 10.60@10.65; Jan.
10.85n; Feb. 11.15n; Mar. 11.45n; Apr.
11.80n; May 12.08 sale; June 12.35n;
July 12.70n; Aug. 12.90n; Sept. 13.10@
13.15. Sales 46 lots.

Wednesday, October 22, 1930-Nov. 8.70 nom.; Dec. 10.10 bid; Jan. 10.35n; Feb. 10.65n; March 10.95n; April 11.30n; May 11.75 sale; June 12.00n; July 12.35n; Aug. 12.55n; Sept. 12.75 sale. Market broke 20@50c

just before the close. Sales 102 lots. Thursday, October 23, 1930—Close: Nov. 8.70n; Dec. 10.10@10.12; Jan. 10.25n; Feb. 10.55n; Mar. 10.85n; Apr. 11.20n; May 11.65 sale; June 11.90n; July 12.25n; Aug. 12.45n; Sept. 12.60 @12.68. Sales 68 lots.

Triday, October 24, 1930—Close: Nov. 8.70n; Dec. 10.19 sale; Jan. 10.30n; Feb. 10.60n; Mar. 10.90n; Apr. 11.20n; May 11.65 sale; June 11.90n; July 12.25n; Aug. 12.45n; Sept. 12.65 @12.70. Sales 43 lots.

CHICAGO HIDE QUOTATIONS.

Quotations on hides at Chicago for the week ended Oct. 25, 1930, with comparisons, are reported as follows:

PACKER HIDES

	T TECHENIES	ALLEY AND	
	Week ended Oct. 24.	Prev. week.	Cor. week, 1929.
Spr. nat. strs. Hvy. nat. strs. Hvy. Tex. strs. Hvy. butt brad		@14½n @13 @13	20 @20½n @18½ @18
Hvy. Col. strs. Ex-light Tex.	@13 @121/2	@18 @12%	@18 @17
Brnd'd cows. Hvy. nat. cows		@10 @10 11%@12	@151/2ax @151/2ax @17ax
Lt. nat. cows Nat. bulls Brnd'd bulls. Calfskins	@ 1014 @ 714 @ 614	@ 10½ @ 7¼ @ 6½	@16 111/2@12 @11in
Kips, nat Kips, ov-wt Kips, brnd'd.	@21 @17%ax @15%n @18%n	@16	@23 x @22 @20n @18
Slunks, reg Slunks, hrls Light native	@1.15 @35	@1.15 @35	@1.40 35 @40n plorado steers

CITY	AND SM	ALL PACKE	Da
Nat. all-wts	@101/2	@101/4	@16
Branded	@ 91%	@ 91/2	@151/2
Nat. bulls	@ 7%	@ 7%	11 @11%
Brnd'd bulls. Calfskins17	@ 61/2	174@18	10 @10½ @20¼n
Kips	@16		1914@20n
Slunks, reg. 1.		1.00@1.10	@1.25
Slunks, hrls	@20n	@20n	@30
	COUNTRY	HIDES.	

	COUNTRY	HIDES.	
Hvy. steers	@ 7	@ 7	@1114
Hvy. cows	@ 7	@ 7	@11%
Buffs	@ 716b	@ 736b	@13
Extremes	@ 914b	@ 91/2 b	@15
Bulls	5 @ 51%	5 @ 5%	@ 81/41
Calfskins1	2 @13	12 @13	@16n
Kips1	1 @11%	11 @11%	@15n
Light calf 9	0 @1.00	90 @1.00	1.10@1.20
Deacons	0 @1.00	90 @1.00	1.10@1.20
Slunks, reg 5	0 @60	50 @60	50 @60n
Slunks, hris.	5 @10n	5 @10n	10 @15n
Horsehides 3	.00@4.00	3.00@4.00	
Hogeking	@50	@50	60 6965

Pkr. lambs60 Sml. pkr.	@65		1.50@1.90
lambs50 Pkr. shearlgs,35	@55 @80	35 @60	1.25@1.50
The shrings.ou	(00 00	10 (0101/	10 000



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Chicago Section

H. A. Green, Wilson & Co., Chicago, has just returned from a business trip to the Pacific Coast.

F. J. Cooper, manager, Nagle Packing Co., Jersey City, N. J., was among convention visitors in Chicago during the week.

W. W. Bowers, vice-president and general manager, Albert Lea Packing Co., Albert Lea, Minn., was in town for the convention.

Wm. Diesing, vice-president and head of the beef department, Cudahy Packing Co., came on from Omaha to attend the convention.

Packers' purchases of livestock at Chicago for the first three days of this week totaled 18,430 cattle, 4,190 calves, 43,972 hogs and 38,665 sheep.

J. B. Engel, formerly president of the Baker Packing Co., Asheville, N. C., now in the brokerage business at Indianapolis, Ind., was in Chicago during the week.

George H. Damsel, at one time a member of the Chicago organization of Armour and Company, has recently been appointed general manager of the South St. Joseph, Mo., plant. He succeeds W. S. Renfroe, who has retired.

Wm. H. Ridgway, president of Craig Ridgway & Sons Co., Coatesville, Pa., better known to the industry as old "Hook'er to the Biler," was in Chicago during the convention week and enjoyed meeting his host of packer friends.

William H. Bartells of Howard Bartells & Co., Chicago, died Tuesday, October 21, after a long illness. Mr. Bartells, whose statistical service to the trade was widely known, retired from active participation in business several years ago.

Provision shipments from Chicago for the week ended Oct. 18, 1930, with comparisons, were as follows:

Ed Henneberry, of the Hull & Dillon Packing Co., Pittsburg, Kan., had a busy convention week. In addition to attending all convention sessions he was the speaker on Thursday at the Northtown Kiwanis Club on the Seventh Conference of Major Industries. "Some assignment," said Ed, but he filled it.

Many packer Rotarians attended the Tuesday luncheon of the Chicago Rotary Club, the mother club of Rotary, and heard an appropriate talk on the

food distribution situation by Editor E. L. Rhoades, of "The New Era in FOOD DISTRIBUTION."

Among the missing at the convention was that famous and genial P. H. D. (packinghouse doctor), R. Frederick Eagle, assistant to the president of Wilson & Co. Another absentee whose genial presence always helps out was R. D. MacManus of Armour and Company, who was on the firing line at Washington in the packers' consent decree case.

President Geo. A. Schmidt, of Stahl-Meyer, Inc., New York, thought so much of the convention programs that he sent a copy of the Convention Number of THE NATIONAL PROVISIO. AEA to his son and namesake, who is a special student at the famous Harvard School of Business at Cambridge, Mass. "That tells the whole story," said the new vice-chairman of the Institute.

PHILADELPHIA MEAT SUPPLIES.

Receipts of Western dressed meats and local slaughters under city and federal inspection at Philadelphia for the week ended Oct. 18, 1930, were as follows:

West, drsd, meats:	ended Prev. Oct. 18. week.	week, 1929.
Steers, carcasses	710 740	2,154 949
Bulls, carcasses Veals, carcasses	. 1,590 1,824	1,510
Lambs, carcasses Mutton, carcasses	. 1,153 1,382	11,132 3,225
Pork, ibs	.407,871 380,222	496,341
Local slaughters:	. 1.652 1.796	1.502
Cattle	. 2,236 2,962	1,918
Hogs Sheep		17,398 6,345



HOST OF THE HOFFMANS
Harry I. Hoffman, president of the J: S.
Hoffman Co., Chicago and New York, upholding the reputation of his house.

MORE HAM TO ENGLAND.

Cured pork stocks at Liverpool on October 1 were below those of a month earlier, and 40 per cent smaller than on October 1, 1929. Total bacon imports for August reached 84,758,000 pounds, a slight decline from the July figures, but about 3.6 per cent larger than last year. Total bacon imports for the season October 1-August 31, 1929-30, were 2.2 per cent larger than for the corresponding eleven months of the 1928-29 season.

Current receipts from Denmark, however, were over 55,000,000 pounds, a record for that month and 14.5 per cent larger than a year ago. For the current season to August 31, imports from Denmark were 11.3 per cent larger than in 1928-29. August receipts from Irish Free State, Canada and the United States continued at the reduced levels of recent months.

Ham imports, however, most of which come from the United States, maintained the larger volume of recent months to reach an eleven months' total 6.8 per cent larger than in 1928-29.

PACKER AND FOOD STOCKS.

The price ranges of the listed stocks of packers, leather companies, chain stores and food manufacturers on October 22, 1930, or nearest previous date, together with number of shares dealt in during the week, and closing prices on October 15, or nearest previous date:

vious date:	Seles	Titlah	T	-	
***	eek end	Eugn.	Low.	-Clo	He
W	cek end	ea Oo	t. 22.—	Oct.	Oct.
Annah Frank					
Amai. Leather					2
Do. Pid			*****		18
Amer. H. & L.	****	*****			8
Amor Stores	0.000		****	*****	1916
Armour A	4,000	30 %	39	39	40
Do B	7.500	0.78	3%	3%	378
Do. 111 Ped	900	50	1 1/8	1 1/8	2
Do Dol Per	800	70	Chair	020	92
Jo. Pfd Jo. Pfd Amer. H. & L. Do. Pfd Amer. Stores Armour A Do. Ill. Pfd. Do. Del. Pfd. Barnett Leather Beechnut Pack. Bohack H. C. Do. Deptd.	000	10	10	10	10
Beechnut Pack	1.200	50	48	49	88
Bohack H. C	21800	00	*0	*****	00
				****	105
Brennan Pack.				*****	50
Do. B				*****	10
Chick C. Oil	700	1534	1534	1514	1584
Breunan Pack. Do. B	2,600	35	34%	35	3812
Cudahy Pack	800	39%	39	39	41
First Nat. Strs.	12,500	43%	4114	43	4514
Gen. Foods	38,200	501%	40	49%	5214
Gobel Co	4,600	5%	536	542	8"
Gt.A.&P.1stPfd.		*****	*****		204
Do. New	20	119	119	119	119%
Hormel, G. A.	350	27%	27%	27%	28%
Hygrade Food.	1,200	416	4	4	4
Kroger G. & B	15,442	24	22%	23%	2514
LADDY MCNelli.	8,000	1136	111/4	11%	12%
Marcharr Strs.	500	101/2	10%	10%	11
Libby McNeill. MacMarr Strs Mayer, Oscar Mickelberry Co M. & H. Pfd. Morrell & Co Nat. Fd. Pd. A Do. B Nat. Leather Nat. Tea Proc. & Gamb Rath Pack Safeway Strs Do. 6% Pfd. Do. 7% Pfd. Stahl Meyer Strauss R, Strs. Swift & Co. New	****		****		4%
M & E Dea	950	05		*****	14
Morrell & Co	200	E0	80	20	2078
Nat. Ed. Pd. A	200	114	114	114	514
Do. B	600	98	98.82	98.92	95
Nat. Leather	100	114	11/2	177	1
Nat. Tea	3.900	1814	1012	1817	1914
Proc. & Gamb	3,400	671%	6614	6634	6884
Rath Pack	240	21	20%	21	21
Safeway Strs.	14,700	5316	5114	5334	62%
Do. 6% Pfd.	270	9314	9314	9334	95%
Do. 7% Pfd.	. 110	100	100	100	108
Stahl Meyer	100	16%	16%	16%	18
Strauss R. Stra	. 700	81/9	81/6	81/2	9% 28%
Swift & Co., Nev	4,000	281/9	28% 31	281/3 311/3	
Do. 7% Pfd. Stahl Meyer. Strauss R. Strs Swift & Co., Nev Do. Intl	4,650	81%	31	311/	32%
Trunz Pork	. 800	10%	16%	16%	17
U. S. Cold Stor	0.400	*****	*****	614	35
U. S. Leather.	2,400	056	676	916	6% 10%
U. S. Leather. Do. A Do. Pr. Pfd.	. 2,200	9 1/8	975	9%	721/4
Do. Pr. Pfd. Wesson Oil	. 100	947/	947	24%	251/4
Do. Pfd	9 500	54.78	24% 54	E4 78	541/4
Do 706 Ped			0.8	0.8	110%
Wilson & Co.	400	934	2%	2%	2%
Wilson & Co Do. A	600	814	614	614	714
Do. Pfd	. 700	4014	3914	3914	40

Chicago Provision Markets

Reported by THE NATIONAL PROVISIONER DAILY MARKET SERVICE

	CASH P	RICES.			FUT	TURE P	RICES.	
Bar	sed on actual carlot		rsdny,		SATURD			30.
a.edi	October 2	3, 1930.			Open.	High.	Low.	Close.
	REGULAR	HAMS.		LAR			11.20	11.20
	Green.	Sweet P	ickled.	Nov.	11.25 10.65 10.56	11,20		10.85ax
		Standard.	Fancy.	Dec.	10.65	10.65 10.50	10.371/2	10.421/2 10.421/2
8-10	16½ 16	18 17%	19 18%	Feb.	10.00	10.00		10.42½ ax 10.42½ n 10.52½ b
		17%	18%	May	10.55	10.60	10.521/2	10.52½b
4-16	range 16	17% 17% 17%	18%	CLE.	AR BELLIES			14.00n
10-10	BOILING		****	Jan.			****	12.25n 12.50n
				May				12.50n 12.65n
	Green. Standard.	Sweet P Standard.	Waney.	July	MONDA	Y. OCTOR	ER 20. 193	
6-18	16%	17%	18 18	LAR	D.—		20, 200	
0-22	16% 16% 16% range16%	17% 17% 17%	1784	Oct.	11.25	11.25	11.17%	11.17%b
6-22	range 16%	****		Nov.	10 4914	10.75	10.421/2	10.85b 10.50
	SKINNED	HAMS.		Jan.	11.25 10.42½ 10.50 10.65	10.75 10.50	10.37 1/2	10.371/db
	Green.	Sweet P	ickled.	Feb.	10.65	10.65	10.47%	10.37½n 10.47½
	Standard.	Standard.	Fancy.	# C E . # C .	A R. PRICELLARION		10.41 79	10.11.72
0-12	181/2	19	20 20	Oct.				14.00n
14-16	18% 18%	19 18% 17% 16½	19%	Jan.				12.25n
6-18	17%	17%	181/2	July		****	****	12.45ax 12.62½ax
18-20	15%		1714		TUPED	* OCTOR	PP 91 109	00
12-24	141/4	17% 16½ 14½ 14		LAR	D- TUESD.	ii, octor	DER 21, 100	, oo,
25-30	15 141/4 181/4 13	1214	****	Det.	11.221/6	11.221/2	11.171/2	11.20nx
30-35	121/2	12	* * * *		10.571/2	10 5714	10.50	10.85n 10.50ax
	PION	ICS.		Jan.	10.37 1/2	$\frac{10.57 \frac{1}{2}}{10.42 \frac{1}{2}}$	10.321/2	10.371/2
	Green.	Sweet P	ickled.	Feb.	10.37 1/2	10 5714	10 5914	10.371/2n
	Standard.	Stándard.	Sh. Shank.	OCAC	AR BELLIES	10.01 79	10.02 79	to.tta /gax
4-6	1114	111/4	121/2 121/4					14.00n
8-10	11%		11	Jan.				12.25n 12.45n
10-12	11%	9%	10%	May		****		12,45n 12,60n
12-14	BELL		10.2				OBER 22. 1	1930
				LAR	D-			
	Green.	Cur	Dry	Oct.	11.20	11.30	11.20	11.30 10.85h
	Sq. Sdis.	8.P.		Dec.	10.60	10.6216	10.60	10.621/ax
6-8		181/2	191/2	Jan.	10.37 1/2	10.50	10.37 12	10.50nx
8-10		18%	1914 1914	Feb.	10.521/2	10.621/2	10.521/2	10.50n 10.60
12-14	18 	181/4 181/4 181/4 181/4 181/4	101/2		AR BELLIES	-		
14-16	17%	18	19	Oct.	*** ****		****	14.00n
		ELLIES.		Jan.				12.25n 12.45n
		ear.	Rib	July				12.60n
	Standard.	Fancy.	36110		THURSD	AY, OCTO	BER 23, 1	1930.
14-16	161/2			LAB				
16-18	16½ 16½ 16½ 15½ 15½	17%		Nov.	11.171/2		11.15	
20-25	151/2	17 161/4 161/6	151/4	Dec.	10.60	10.671/2	10,60	10.621/anx
25-80	15		15 14%	Jan.	10.521/2	10.55	10.47 1/2	10.50 10.50n
35-40	141/2	****	14½ 13¾	May	10.521/2	10.65	10.571/2	10.65ax
40-50		****	13%	CLE	AR BELLIE	18—		
	D. B. FA?	F BACKS.	Export	Oct. Jan.			* * * *	14.50b 12.25n
	8	Itandard.	Trim.	May				12,50n
8-10		1914	12%	July				12,60n
10-12		121/2	12%		FRIDA	Y, OCTOB	ER 24, 19	30.
14-16	**************	12%	13		RD	11 991/	11 191/	11 191/
16-18		13	1314	Nov.	11.221/2	11.22 1/2	11.12%	11.12½—ax 10.95ax
18-20 20-25		131/2	131/4	Dec.	10.70	10.70	10.65 10.47 ½	10.65ax 10.471/2
	OTHER D	O MINITE	11	Feb.		10.57 1/2	10.47 %	10.471/n
Extra	short clearsshort ribsar platesbutts	35-45	13	May			****	10.621/2nx
Extra	short ribs	35-45	18		EAR BELLIE	8-		
Regul	nlates	4-6	13	Oct.				14.50n 12.25n
Jowl	butts		12 @124	May	· · · · · · · · · · · · · · · · · · ·			12.25n 12.50n
Green	square jowls		141/4 190v	July	Y			12.60n
THE CH	rough Jonis		-	K	ey: nx, nake	i; b, bld;	n, nominal;	- split.
					4-1			

PURE VINEGARS

A. P. CALLAHAN & COMPANY
1407 SOUTH LA SALLE STREET
CHICAGO, ILL.

CHAIN STORE CONTROL.

Only 1 per cent of the chain store organizations of the country control over 1,000 stores each, but this 1 per cent controls 57.6 per cent of the total number of chain stores. Chains consisting of 5 stores and under constitute 47.4 of the number of organizations and those controlling from 6 to 2 stores, 35.7 per cent. In the last two classifications the percentage of the total number of individual stores controlled is 2.7 and 7.3 respectively.

CHICAGO RETAIL MEATS

Beef.

_					
Oct. No. 1.	ek e 22, No. 2.	nded 1930. No. 3.	Cor. No. 1.	Wk. No. 2.	, 1929. No. 3.
Rib roast, hvy. end.30 Rib roast, lt. end40 Chuck roast25 Steaks, round42 Steaks, sirl. 1st cut.40	27 30 21 38 35 40 24 20	16 20 18 20 20 20 22 16 14	35 45 32 50 50 60 28 27	30 35 27 40 40 45 25 22	16 20 21 25 25 25 25 18 15
boneless32 Corned plates20 Corned rumps, bnls.25	28 18 22	18 10 18	32 20 25	28 18 22	18 10 18
La	mb.				
Good	1.	Com.	Goo	d.	Com.
Hindquarters		15 15 10 20 25	3 2 2 5	5	30 30 15 20 25
Mu	ttor	1.			
Legs		• •	1113	6	::
Po	rk.				
Loins, 8@10 av	.26 .24 .21 .30 .18 .20 .16	@30 @28 @26 @22 @35 @20 @24 @20 @12		30 28 26 24 20 24 16	@32 @30 @28 @26 @34 @22 @25 @17 @12 @14
V	eal.				
Hindquarters Forequarters Legs Breasts Shoulders Cutlets Rib and loin chops	14 28 16 20	@30 @16 @30 @22 @22 @50 @35		35 24 35 16 20	@40 @26 @38 @22 @22 @50
Butcher	rs'	Offal			
Suet		@ 4 @ 50 @ 16 @ 14 @ 12	%		@ 4 @ 2½ @50 @18 @16 @12

CURING MATERIALS.

	Bbls.	Sacks.
Nitrite of soda, l. c	. 1. Chicago 1034	
Saltpeter, 25 bbl. lot		
	lated 61/6	6
	7%	
Medium crystals .	81/2	
Large crystals	8%	
Dbl. refd. gran, ni	trate of soda 3%	31/4
Less than 25 bbl	. lots %c more.	
Boric acid, carloads,	pwd., bbls 8%	81/4
Crystals to powder	ed, in bbls., in	
5 ton lots or mo	re 914	9%
In bbls, in less the	an 5-ton lots 81/2	9
Borax, carloads, pow-		4%
In ton lots, gran.	or pow., bbls 5	4%
Salt-		
Granulated, carlot	s, per ton, f.o.b.	Chi-
cago, bulk		\$6.60
Medium, carlots,	per ton, f.o.b. Chic	ago
bulk		9.10
Rock, cariots, per	ton, f.o.b. Chicago	7.80
Sugar-		
	sis, f.o.b. New Or-	
leans		@3.36
Second sugar, 90 b	asis	None
Syrup testing, 63	to 65 combined su-	
	New York	@ .38
Standard gran. f.o.	.b. refiners (2%)	@4.55
Packers' curing s	ugar, 100 lb. bags,	
f.o.b. Reserve, I	a., less 2%	@4.05
Packers' curing s	ugar, 250 lb. bags,	
f.o.b. Reserve, I	a., less 2%	@3.95

SPICES.

(T	he	21	84	9	1	p	r	ic	36	8	1	ŧ	R.	r	е	1	b	8	ıs	i	8		f	. ().	Ł),	•	hicag	(0.)
																												W	hole.	Groun
Allspice																													15	18
Cinnamo	m																٠		٠								۰		12	16
Cloves .																								٠					32	38
Coriande	T							. ,										٠					٠	۰		٠	٠		4%	6
Ginger .																			۰	٠					۰	۰				16
Mace		9																٠	*				0	0			0		70	74
Nutmeg												,							۰					۰					17	24
Pepper.	1	d	a	10	1	3								٠	٠			٠	۰		۰								17	20
Pepper.		C	a	y	e	8	13	16	9																			0		25
Pepper.	r	ø	d																					0			0			20
Pepper,	٧	V	h	i	ti	e																0	٠		0				261/4	31

CHICAGO	MA	RKET PRICES	DRY SALT MEATS.
			Extra short ribs
WHOLESALE FRESH M	EATS.	Veal Products. Brains, each @12 12 @14	Clear bellies, 18@20 lbs. @16 Clear bellies, 14@16 lbs. @16½ Rib bellies, 20@25 lbs. @15½ Rib bellies, 25@30 lbs. @15½
Carcass Beef.		Sweetbreads @60 @80 Calf livers @60 @65	Rib bellies, 20@25 lbs
Week endea	Cor. week.	DOMESTIC SAUSAGE.	Fat backs, 10@12 lbs
Oct. 22, 1930. Prime native steers21 @22	1929. 25 @26	(Quotations cover fancy grades.)	Regular plates
Good native steers19 @20 Medium steers18 @19	22 1/2 (1/20 1/2	Pork sausage, in 1-lb. cartons @28 Country style sausage, fresh in link @22	
lieifers, good	19 (g.25 14½ (g.18		WHOLESALE SMOKED MEATS. Fancy reg. hams, 14@16 lbs
Hind quarters, choice 429	30 @31 201/2@211/9	Frankfurts in sheep casings	Fancy reg. hams, 14@16 lbs. @26 Fancy skd. hams, 14@16 lbs. @27 Standard reg. hams, 14@16 lbs. @25 Picules, 4@8 lbs. @20 Fancy bacon, 6@8 lbs. @28 Standard bacon, 6@8 lbs. @28 Standard bacon, 6@8 lbs. @28 No. 1 beef ham sets smoked.
Fore quarters, choice @16 Beef Cuts.	20 /2 (21 /9	Frankfurts in hog casings. @20 Bologna in beef bungs, choice	Fancy bacon, 6@8 lbs
Steam Joine No. 1 629:	@44	Bologna in cloth, paraffined, choice	Standard bacon, 6@8 lbs
Steer loins, No. 2	@ 40 @ 56	Smoked liver sausage in hog bungs @251/2	Insides, 8@12 lbs @41
Steer ioin enus (mps) w21	(g.49 (g.52	Liver sausage in beef rounds	Outsides, 5@9 lbs
Cow toins	@31 @27	Head cheese	
Cow short loins @25	@32 @22	Tongue sausage	Cooked hams, choice, skinless, fatted.
Steer ribs, No. 1 @22 Steer ribs, No. 2 @21	@31 @30	Polish sausage	Cooked loin roll, smoked@41
Cow ribs, No. 2	@18 @14	DRY SAUSAGE.	BARRELED PORK AND BEEF.
Cow Ioin ends (hips). @14 Steer ribs, No. 1	@20 @191/2	Cervelat. choice, in hog bungs @47 Thuringer Cervelat @23	Mess pork, regular \$ (33.10) Family back pork, 24 to 34 pieces (332.50) Family back pork, 35 to 45 pieces (32.50) Clear back pork, 40 to 50 pieces (25.00) Clear plate pork, 25 to 35 pieces (22.00)
Steer chucks, No. 1 @14½ Steer chucks, No. 2 @14	@20	Thuringer Cervelat	Family back pork, 35 to 45 pieces @32.50 Clear back pork, 40 to 50 pieces @25.00
Con 10444 79	@19 @16	B. C. Salami, choice	
Cow chucks	@16 @14	B. C. Salami, new condition	Bean pork 225,00 Plate beef 220,00 Extra plate beef 200 lb bbls 221 00
Medium plates @ 8 Briskets, No. 1 @15 Steer navel ends @ 71/2	@12	Genoa stvie Naismi	Extra plate beef. 200 lb. bbls @21 00
Cow navel ends @ 81/2	@11 ½ @11	Mortadella new condition @23	COOPERAGE.
Hind shanks @ 6	@12 @10	Italian style hams @29	$\begin{array}{llllllllllllllllllllllllllllllllllll$
Strip loins, No. 1, bnls @60 Strip loins, No. 2 @50	@60 @50	SAUSAGE IN OIL.	Oak pork barrels, black iron hoops. 1.55 @1.60 Ash pork barrels, galv. iron hoops. 1.65 @1.67½ White oak ham tierces
Sirloin butts, No. 1 @32 Sirloin butts, No. 2 @24	@35 @25	Rolowna style sausage in heef rounds-	Red oak lard tierces 2.10 @2.12½ White oak lard tierces 2.25 @2.30
Beef tenderloins, No. 1	@75 @70	Small ting 2 to crate	
Rump butts	25 @30 @27	Large tins, I to crate	OLEOMARGARINE.
Hanging tenderloins 60101/	20 @21 @20	Small tins. 2 to crate	Highest grade natural color animal fat margarine in 1-lb. cartons, rolls or
Insides, green, 6@8 lbs @13 Outsides, green, 5@6 lbs. @121/2	45.20	Small tins, 2 to crate	margarine in 1-lb. cartons, rolls or prints, f.o.b. Chicago
Knuckles, green, 5@6 lbs. @141/2		Smoked lick sanaage in hog casings— Smail tins, 2 to crate	Cartons, rolls or prints, f.o.b. Chicago @181/2 Nut. 1-lb. cartons, f.o.b. Chicago @17
Beef Products.		Large tins. 1 to crate	
Brains (per lb.)	@12 @14	SAUSAGE MATERIALS.	per lb. less.) Pastry, 60-lb. tubs, f.o.b. Chicago @14
Hearts @ 9 Tongues 4@5 @23	@14 35 @36 @42	SAUSAGE MATERIALS. Regular pork trimmings	Pastry. 60-lb. tubs, f.o.b. Chleago @14 ANIMAL OILS.
Hearts @ 9 Tongues 4@5 @33 Sweetbreads @26 Ox-tails, per lb. @11	35 @36 @42 @15	SAUSAGE MATERIALS. Regular pork trimmings 12½@13 Special lean pork trimmings 216 Extra lean pork trimmings 217½ Neck bone trimmings 13½/24 11 416 11 411/2 11 411/2	ANIMAL OILS.
Hearts @ 9 Tongues 4@5 @33 Sweetbreads @26 Ox-talls, per lb. @11 Fresh tripe, plain. @ 8 Fresh tripe, H C @10	@14 35 @36 @42 @15 7 @ 8 @10 17 @22	SAUSAGE MATERIALS. Regular pork trimmings 1.2½@13 special lean pork trimmings 2016 Extra lean pork trimmings 4017½ Neck bone trimmings 1.3½@11½ Pork cheek meat 11 Pork livers 9½@11½ Pork livers 9½	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 33 Sweetbreads @ 26 Ox.tails, per lb. @ 11 Fresh tripe, plain. @ 8 Fresh tripe, H. C. @ 10 Livers @ 18 Kidneys, per lb. @ 10	@14 35 @36 @42 @15 7 @ 8 @10	SAUSAGE MATERIALS. Regular pork trimmings 12½@13 special lean pork trimmings 206 Extra lean pork trimmings 407½ Neck bone trimmings 13½@11½ Pork cheek meat 11 201½ Pork livers 9½@10 9½@10 Pork hearts 6 6 7 Native boneless bull meat (heavy) 401½	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 933 Sweetbreads @28 Ox-tails, per lb. @11 Fresh tripe, plain. @ 8 Fresh tripe, H. O. @10 Livers	@14 35 @36 @42 @15 7 @ 8 @10 17 @22 @14	Regular pork trimmings 12½@18	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 33 Sweetbreads @ 28 Ox.tails, per lb. @ 11 Fresh tripe, plain. @ 8 Fresh tripe, H. C @ 10 Livers @ 10 Livers @ 10 Lamb. Choice lambs @ 18 Medium lambs @ 18	@14 @35 @42 @15 7 @ 8 @10 17 @22 @14	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 33 Sweetbreads @ 28 Ox.tails, per lb. @ 11 Fresh tripe, piain. @ 8 Fresh tripe, H. C @ 10 Livers @ 10 Livers @ 10 Choice lambs @ 18 Medium lambs @ 18 Medium lambs @ 18 Medium saddles @ 22 Medium saddles @ 22 Choice fores @ 12	@14 85 @86 @42 @15 7 @ 8 @10 17 @22 @14 @24 @21 @30 @28	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts	@14 @36 @42 @15 7 @ 8 @10 17 @22 @14 @21 @30 @28 @18 @17	Regular pork trimmings 12½@18	ANIMAL OILS. Prime edible lard oil
Hearts	014 35 636 042 015 7 6 8 010 17 022 014 021 028 018 017 033 016	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts	@14 @36 @42 @15 7 @ 8 @10 17 @22 @14 @21 @30 @28 @18 @17 @33	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 33 Sweetbreads @ 28 Sweetbreads @ 28 Ox-tails, per lb. @ 21 Fresh tripe, plain. @ 8 Fresh tripe, H. C. @ 10 Livers @ 10 Livers @ 10 Lamb. Choice lambs @ 18 Medlum lambs @ 16 Choice saddles @ 24 Medlum saddles @ 22 Choice fores @ 12 Choice fores @ 12 Lamb fries, per lb. @ 35 Lamb tongues, per lb. @ 25 Lamb kidneys, per lb. @ 25 Mutton. Heavy sheep @ 6	614 636 642 642 615 7 68 610 17 622 614 624 624 624 621 630 630 630	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts @ 9 Tongues 4@5 @ 33 Sweetbreads @ 28 Sweetbreads @ 28 Ox-tails, per lb. @ 21 Fresh tripe, plain. @ 8 Fresh tripe, H. C. @ 10 Livers @ 10 Livers @ 10 Lamb. Choice lambs @ 18 Medlum lambs @ 16 Choice saddles @ 24 Medlum saddles @ 22 Choice fores @ 12 Choice fores @ 12 Lamb fries, per lb. @ 35 Lamb tongues, per lb. @ 25 Lamb kidneys, per lb. @ 25 Mutton. Heavy sheep @ 6	### ### ### ### ### ### ### ### ### ##	Regular pork trimmings 1.2½@18 Special lean pork trimmings @16 Extra lean pork trimmings @17 Neck bone trimmings 1.3½@14 Pork cheek meat 1.1 @11½ Pork cheek meat 1.1 @11½ Pork hearts 9½@10 Pork hearts 9½@10 Pork hearts 0 0 0 7 Native boneless bull meat (heavy) 6111¼ Roneless chucks 0 9 Shank meat 0 8½ Beef trimmings 0 7 Beef hearts 0 3½ Reef cheeks (trimmed) 6 % Dressed canners, 350 lbs. and up 6 % Dressed canners, 350 lbs. and up 6 7½ Dressed canners, 350 lbs. and up 6 % Dressed cutter cows, 400 lbs. and up 6 % Dressed cut	ANIMAL OILS. Prime edible lard oil
Hearts	### ### #### #########################	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
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Hearts	014 35 @36 @42 015 7 @ 8 016 7 @ 8 010 17 @22 014 023 024 021 023 030 030 040 040 050 060 060 060 060 060 060 06	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts	### ### #### #########################	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
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Hearts	014 036 047 0414 14 0611 1 8 619 2 16 16 16 16 16 16 16 16 16 16 16 16 16	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil
Hearts	014 004 004 004 004 004 004 004 004 004	Regular pork trimmings	ANIMAL OILS. Prime edible lard oil

Retail Section

Small, One-Man Meat Shop Becomes Large Departmentalized Food Store

tailing, it is generally conceded, carries a complete line of foodstuffs. A is built on a foundation of innumerable little details rather than on a few factors of outstanding importance.

This is why it often is so difficult to put a finger on the reason why one store grows and prospers while others with equal opportunity seem to get nowhere.

First-class merchandise, good service, clean and attractive stores, up-to-date merchandising methods, sufficient capital and other factors are necessary for progress. But something more is needed for outstanding success.

One retailer says that before any small store can grow there must be that indefinable something that attracts people to a store and holds their patronage. There must be personality, an outstanding willingness to serve and pleasure in serving.

These are general statements, but probably true. Perhaps the problem after all is simply one of work and constructive thought and a cultivation of the faculty of correctly determining customers' wants and needs and adjusting the business to the trends of the times.

One of the outstanding trends at the present time, experts point out, is

Outstanding success in food re- toward the general food store which notable store of this type is Percy A. Brown & Co., Wilkes-Barre, Pa. This store not only carries a complete line of meats, poultry, fish, bakery goods, dairy products, fruits, vegetables and groceries, but also operates a cafeteria and processes and manufactures many of the foods it sells.

Serves 9,000 Meals Weekly.

Twenty-five years ago Percy A. Brown operated a small, one-man meat store. Today Percy A. Brown & Co. is a departmentalized food store with an organization of 198 executives and employes, 40 of whom are engaged in preparing food products sold in the store and cafeteria restaurant.

In addition to the restaurant, which serves an average of over 9,000 meals weekly, the business includes a bakery, kitchens in which a wide variety of meat and delicatessen products are prepared, an ice cream and dairy plant and store departments selling meats and poultry, fish, fruits and vegetables and

Among the meat products manufactured and sold are frankfurters, ring bologna, knockwurst, veal bologna, smoked liverwurst, sweetbread roulade, plain blood tongue, blood and tongue pudding, thuringer blood pudding, head cheese, fresh liver pudding, kielbasa. bockwurst, New England ham and ham

More than 71,000 pounds of pork sau-

sage and 80,000 pounds of smoked sausage are prepared and sold each year. Fifteen hundred hams are smoked each year. The company also prepares its own roast beef and roast pork, cures its own corned beef, cures and smokes bacon and prepares a large variety of salads and other products sold in its cafeteria and delicatessen departments.

All Merchandise Tested.

The growth of the business has been due to the use of individual methods rather than average methods, according to Percy A. Brown. "It couldn't have been done with average methods," he says. "Individual methods plus high quality is the reason. All our manufactured products are of a uniform high quality."

"Our merchandise is guaranteed to be exactly as represented," Mr. Brown explained. "We test everything to assure ourselves that our foods are at all times up to our requirements. And of course we make every effort to satisfy our customers."

Modern Equipment Keeps Cost Low.

"Cleanliness of our entire plant is another characteristic of our business," continued Mr. Brown. "We try to keep everything absolutely clean. And we try to have the very best of modern equipment. We use electric stoves and ovens, the best refrigerated system we can get, refrigerated counters in our store departments and labor saving devices everywhere."

Individuality is apparent throughout the establishment. For example, a manicurist is employed to provide weekly manicures for all employes handling foods. Careful daily inspection is





TWO VIEWS IN THE FOOD STORE OF PERCY A. BROWN & CO., WILKES-BARRE, PA. The business started 25 years ago as a small, one-man meat shop. Today it has 198 people in its organization. In addition to carrying a full line of foodstuffs, the company operates a cafeteria in connection, manufactures ready toserve meat specialties, smokes hams and bacon, manufactures ice cream and operates a bakery

More than 70,000 lbs. of pork sausage and 80,000 lbs. of smoked sausage are made each year. About 1,500 hams are
smoked yearly. More than 9,000 people patronize the cafeteria each week.

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forms, freshly laundered daily, are pro-

In the cafeteria restaurant service, girls assist the patrons with their trays after the food is selected. Used dishes are removed to the basement by belt conveyors. There they are cleaned mechanically and returned by belt conveyors. In the kitchens are electric ranges having thermostatic control, vegetable steamers, potato peelers and the latest equipment for the quick and sanitary preparation of cooked foods.

Holds First Sale in 25 Years.

There is a separate section of the main kitchen devoted to the preparation of delicatessen products, in which are manufactured a large variety of salads. There are separate delicatessen refrigerators and meat coolers, a total of 13 refrigerators in which temperatures are regulated carefully.

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The bakery is on the second floor. Forty-five different kinds of bread and rolls and a large assortment of cakes, pies and other bakery products, are produced daily. The dairy and ice cream manufacturing plant is in the basement. Milk and cream are pasturized.

Throughout the establishment the air is conditioned, cooled in the summer and warmed in the winter, and washed with water sprays.

The company does business on a cash basis, with a few exceptions, and with a no-sales policy, although specials are frequently advertised in the different departments. To celebrate the 25 anniversary of the business the store recently held a nine day sale. This was decided by Mr. Brown as a demonstration to the community of the results of the policies that were established when the business was started. The sale started September 5 and continued throughout October 4.

"We hope this event has popularized our store to an even greater degree in our communuity," Mr. Brown said. The advertising and sales promotion plans for the event were prepared by Amos Parrish & Co., New York City, counselors to retail stores.

COMPETITION OF EFFICIENCY.

There is much discussion these days about the need for better efficiency in the distribution of foods. The new era will come about, in the opinion of Eugene S. Berthiaume, president of the National Association of Retail Grocers, when those concerned with food distribution realize certain principles.

"These," he says, "include the farmer, manufacturer, warehouseman, banker, wholesaler, retailer and consumer. One doesn't need to be more intimately

made of all employes. Attractive uni- involved in the food business than a consumer to know that this era is badly needed. The difficulty is in agreeing on what are to be the specifications of the new era.

"My personal belief is that the new era will arrive when every person concerned with the actual processes of food distribution stops baiting every other person and all begin to learn from each

"No chain of those processes that we designate as 'distribution' is any stronger than its weakest link, and the link in which most systems are weakest is the link of knowledge. The second most glaring weakness is a superiority com-plex. That is even worse than an inferiority complex.

As for the first weakness, even the chains have discovered that they can learn a lot from the independent, and they are profiting from this experience. Some of the wholesalers, too, have learned a great deal from the chains.

'The new era will arrive when the different factors in the industry achieve the only competition worth while, which will desregard cutthroat tactics, price slashing and unfair practices. This desired competition will be the competition of efficiency by competitors who will fight by copying good—not bad—practices."

NEWS OF THE RETAILERS.

W. Reach, Saffordville, Kas., has sold his meat market to Carl Fellows of Emporia.

B. A. Bliss and Floyd Murphy, Phillipsburg, Kas., have sold their property and meat market to Earl Lumpkin and

Chester Magness, Olathe, Kas., has disposed of his meat market and grocery to Mason George.

Stahl's Market has been moved from 06 S. Main st., Elk City, Okla., to the Gilkerson Building, Fifth and Main sts.

The Sanitary Meat Market has been opened in the Secor Bldg., Cassopolis, Mich.

Clyde Sack has purchased the meat market at 386 Larch st., Muskegon, Mich., from Andrew Price.

The name of Mansour's Market, Inc., 211 E. Kearsley st., Flint, Mich., has been changed to Citizens Market, and the market has been moved to 113 S. Saginaw st.

Game Brothers, Marion, Mich., have ourchased the meat business of the R Grocery.

A. C. Lundwall, Bonners Ferry, Ida., has sold his interest in the Cash Market to Vern Paddock.

J. Phenning has purchased the Oak Grove Meat Market, Oak Grove, Ore.

Leo McDonaugh has opened a meat market at 1513 1/2 E. 13th st., Portland, Ore.

Lloyd E. Bauman and O. H. Goltz, Seattle, Wash., have incorporated the G. & B. Steak Shops, Inc., with a capital stock of \$5,000.

Maynard Patton has purchased the Lebam Meat Market, Lebam, Wash.

Roy Baty has taken over the Oberg and Halman Meat Market, Princeton,

Joe Obert, Creston, Ia., has sold his meat market to E. J. Timmins.



The opinions of specialists in the meat industry all agree on one point; namely, that the greatest need is for education:

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Mike McDermott has opened a meat market at Ida Grove, Ia.

Evin Meat and Grocery Co. will erect new building at 508 6th st., Mason City, Ia.

F. C. Heberlern, Pocahontas, Ia., has sold his meat market to Charles Battershell.

J. G. Johnson will open a meat market at Radcliffe, Ia.

Joe Rohling, Swanville, Minn., sold his meat market to Otto Voelt.

Leon D. Kulas has taken over the City Meat Market, Grafton, N. Dak.

J. S. Bixby, Wentworth, S. Dak., has sold his meat market and grocery to Edwin Lodnell.

The Center Grocery and Meat Market recently opened at 309 Center st., Janesville, Wis.

New York Section

The second fall membership meeting of Ye Olde New York Branch of the New York State Association of Retail Meat Dealers, Inc., was held on Oct. 21. The chief speaker was K. Hamilton, sales engineer of the Carbondale New York Company, who discussed retail re-frigerating needs of the future.

Ye Olde New York Branch has succeeded in making a very valuable connection with a large general merchandise buying organization, whereby members of the branch will be afforded the opportunity of purchasing automobiles, accessories, household supplies, sporting goods, wearing apparel, jew-elry and various other items, with dis-counts of from 5 to 15 per cent. Members in good standing will be presented with courtesy cards within a very short

At the meeting of the Bronx Branch last week, routine matters took up the entire evening. Among these were final arrangements for the Ladies'

AMONG RETAIL MEAT DEALERS. Night, October 26, and the annual banquet and ball.

> At the meeting of the Jamaica Branch last week, final plans and arrangements were made for the membership drive, sponsored by the State Association. This will take place on October 21 in Jr. Order Hall, Hemp-stead, L. I., under the auspices of this

> Herman Kirschbaum, past president of Ye Olde New York Branch, and Mrs. Kirschbaum celebrated a wedding anniversary on October 18.

> Mrs. A. Di Matteo, recording secretary of the Ladies' Auxiliary, was given an old-fashioned surprise party this week on her birthday. Among those present were Mrs. George An-selm, Mrs. F. P. Burck, Mrs. Charles Hembdt, Mrs. Fred Hirsch, Mrs. Wil liam Kramer, Mrs. A. Werner, jr., and Miss M. B. Phillips. Mrs. Di Matteo was presented with a beautiful torcher and many other gifts, and flowers.

The many friends of L. O. Washington, business manager of Ye Olde New York Branch, will be glad to learn that he is now comfortably located in his new bungalow home at Croton Lake. Here Mr. Washington hopes to have the necessary fresh air for complete recovery and at the same time be near enough Manhattan to commute daily.

Miss Margaret Hildemann, only daughter of John Hildemann, a past president of Brooklyn Branch, and Mrs Hildemann, was married on Sunday, October 19. The church was filled with friends of the bride and groom, Thomas Hamilton. A dinner and reception followed in the K. of C. Building. Mr. and Mrs. Hamilton are on a three honeymoon trip, motoring weeks' through Virginia.

George Kramer, past national president, and Mrs. Kramer, celebrated the 32nd anniversary of their wedding on October 18.

PRIZE BEEF IN THE EAST. The annual livestock show, held at Baltimore, Md., on Oct. 15, 16 and 17, exhibited 120 carloads of cattle from points as far west as Iowa. The grand champion, an Angus yearling weighing 930 lbs., bred by the Briar Cliff Farms, Inc., Pine Plains, Dutchess County, N. Y., brought \$2.25 per lb., having been purchased by Edward J. Fox, a livestock commission merchant operating in the Jersey City Stock Yards. Mr. Fox also purchased the reserved champion, an Angus yearling weighing 1,100 lbs., at 50c per lb.

Records show this was the first time that prize-winning cattle were ever purchased by a livestock commission mer-chant. At the same time it established the highest price paid for a grand champion in the east. Mr. Fox said his reason for making this purchase was to stimulate livestock conditions in the east. The prize cattle are being held at the Jersey City Stock Yards and their presence at that point is creating great interest.

WHOLESALE DRESSED MEAT PRICES.

Wholesale prices of Western dressed meats quoted by the U. S. Bureau of Agricultural Economics at Chicago and Eastern markets on Oct. 23, 1930:

Fresh Beef: STEERS (1):	CHICAGO.	BOSTON.	NEW YORK.	PHILA.
Yearling (300-550 lbs.);				
Choice	\$19,006021.00		\$19.00@21.00	
Good	16.00@19.00	*******	16.50@19.00	**********
Medium	. 14.00@16.00	********	**********	*********
STEERS (550-700 lbs.):				
Choice	17.50@19.50		18.00@19.50	20.00@21.00
Good	15.00@17.50	********	16.00@18.50	17.00@19.00
STEERS (700 lbs. un):			20.00 @ 20.00	21.00@20.00
Choice	. 16.00@18.00	17.50@18.50	17.50@19.50	19.00@20.00
Good	. 15.00@16.50	16.00@17.50	16.00@18.00	17.00@19.00
STEERS (500 lbs. up):			20.00	21.00@10.00
Medium	, 12.50@15.00	13.50@16.00	12.00@16.00	12.00@16.00
Common	. 10.50@12.50	12.50@13.50	10.50@12.00	***********
cows:			20100	********
Good	11.00@12.00	11.50@12.50	12.00@14.00	12.00@12.50
Medium	10.00@11.00	10.50@11.50	10.50@12.00	11.00@12.00
Common	9.00@10.00	9.50@10.50	9.00@10.50	9.00@11.00
Fresh Veal and Calf Carcasses:				0100 @ 22100
VEAL (2):	All all and an artist of			
Choice	18.00@20.00	19.00@21.00	20.00@23.00	
Good	16.00@18.00	17.00@19.00	17.00@20.00	18.00@20.00
Medium	14.00@16.00	13.00@17.00	14.00@17.00	15.00@17.00
Common	12.00@14.00	11.00@13.00	13.00@15.00	13.00@15.00
CALF (2) (3):				20100@20.00
Choice	14.00@16.00		13.00@15.00	*********
Good	12.00@14.00	13.00@15.00	12.00@14.00	14.00@15.00
Medium	11.00@12.00	11.00@18.00	11.00@12.00	12.00@13.00
Common	10.00@11.00	9.00@11.00	9.00@11.00	10.00@12.00
Fresh Lamb and Mutton:				
LAMB (38 lbs. down);	********			
Choice	18.00@20.00	18.00@19.00	18.00@20.00	18.00@20.00
Good	17.00@18.00	17.00@18.00	17.00@19.00	18.00@19.00
Medium	10.000011.00	15.00@17.00	16.00@17.00	15.00@17.00
Common	13.00@15.00	13.00@15.00	15.00@16.00	
LAMB (89-45 lbs.):	10 00000 00	20.0000000		
Choice	18.00@20.00 17.00@18.00	18.00@19.00	18.00@20.00	19.00@20.00
Good		17.00@18.00	17.00@19.00	18.00@19.00
Medium		15.00@17.00	16.00@17.00	15.00@17.00
Common	10.00@10.00	13.00@15.00	15.00@16.00	********
Choice	16.00@18.00	16.00@18.00	17 00/210 00	********
Good		15,00@17.00	17.00@19.00	16.00@18.00
MUTTON (Ewe) 70 lbs. down:	10.000 11.00	10.00@11.00	16.00@18.00	15.00@17.00
Good	9.00@10.00	10.00@11.00	9.00@10.00	10 000011 00
Medium		8.00@10.00	7.50@ 9.00	10.00@11.00
Common	5.00@ 7.00	7.00@ 8.00	5.50@ 7.50	9.00@10.00 7.00@ 9.00
Fresh Pork Cuts:	,	11000 0.00	5.50@ 1.50	1.00@ 9.00
LOINS:				
8-10 lbs. av	21.00@23.00	24,00@26.00	24.00@26.00	23.00@26.00
10-12 lbs. av	21.00@23.00	24.00@26.00	23.00@25.00	23.00@26.00
10-12 lbs. av	. 20.00@21.00	24.00@25.50	22.00@24.00	21.00@23.00
	. 16.50@17.00	19.50@21.00	19.00@21.00	18.00@21.00
SHOULDERS, N. Y. Style, Skinned:		actor (g ax 100	10.00@21.00	10.00@21.00
8-12 lbs. av	14.50@16.00		15.50@17.50	16.00@18.00
PICNICS:			20100@21.00	10.000 10.00
6-8 lbs. av		14.00@15.00	********	14.00@15.00
BUTTS. Boston Style:				14.00@ 10.00
BUTTS, Boston Style: 4-8 lbs. sv	. 18.00@22.00		21.00@23.00	19.00@21.00
SPARE RIBS:			24,000 00.00	20.00(0.21.00)
Half Sheets	, 14.00@17.00		*********	
TRIMMINGS.				*******
Regular	. 12.50@13.00	* ********		
Lean	. 16.00@18.00	********	*********	*********

(1) Includes heifer yearlings 450 lbs. down at Chicago and New York. (2) Includes "skins on at New York and Chicago. (8) Includes sides at Boston and Philadelphia.

U. S. POULTRY GRADES.

Changes in the terminology of the tentative United States standards and grades for dressed poultry have been anonunced by the Bureau of Agricultural Economics, U. S. Department of Agriculture, following a conference with representatives of poultry packers, dealers, and retailers.

The new grade names are: U. S. special, U. S. prime, U. S. choice, and U. S. commercial. U. S. special corresponds to the previous grade of U. S. prime; U. S. prime to the previous grade of U. S. choice; U. S. choice; U. S. choice to the previous grade of U. S. medium, and U. S. comparail to the previous grade of U. S. medium, and U. S. commercial to the previous grade of U. S. common. The new terminology became effective October 16.

If meats get wet and slimy in your ice box, write to the Retail Editor, THE NATIONAL PROVISIONER, Old Colony Bldg., Chicago.

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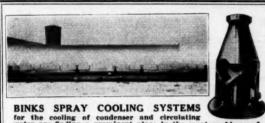
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NEW YORK NEWS NOTES.

Secretary George D. Hopkins, Wilson & Co., Chicago, visited New York for several days during the past week.

B. K. Burbeck of Swift's London office spent a few days in New York during the past week before leaving for the West.

L. J. Gerber, superintendent, Nagle Packing Company, Jersey City, N. J., will spend next week at the Cudahy Packing Co., Missouri River plant, Kansas City, Mo.

B. F. McCarthy, New York represen-tative, United States Department of Agriculture, Bureau of Agriculturai Economics, with Mrs. McCarthy, will spend next week in Canada on a fall vacation.

Adolf Gobel, Inc., initiated their series of radio broadcasts on Tuesday evening, Oct. 21. On Monday and Thursday mornings, station WRNY will be used, and the program termed the "Gretchen Gobel Hour." Tuesday and "Gobel's Mystery evenings, Girl" will hold forth over station WOR.

Meat, fish, poultry and game seized and destroyed in the City of New York by the Health Department during the by the Health Department during the week ended October 18, 1930, was as follows: Meat—Brooklyn, 501 lbs.; Man-hattan, 467 lbs.; Bronx, 8 lbs. Total, 976 lbs. Fish—Brooklyn, 8 lbs.; Man-hattan, 12 lbs. Total, 20 lbs. Poultry and Game—Brooklyn, 53 lbs.; Manhat-

tan, 229 lbs.; Bronx, 200 lbs. Total, 482 lbs.

The Eastern Ice Association held its 24th annual convention during the past week at the Chelsea Hotel, Atlantic City, N. J., and one of the most interesting subjects discussed at the final

425-435 E. 102nd St.

session on Friday, was that of "How Ice Manufacturers Can Help in the Storage and Distribution of Frozen Foods." Pendleton Dudley, eastern representative of the Institute of American Meat Packers, was also one of the speakers, and his subject was and Figures on the Ice Industry."

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LIVE SHEEP AND LAMBS.

Lambs.	medium	choice	1.5000 9.00
Ewes,	medium 1	o choice	2.50@ 4.00

LIVE HOGS.

Hogs,																			10.8
Hogs,																			9.8
Hogs.	120	H	M	١.				9			٥	0		0					9.5
Roughs		 				۰	۰		9		0	۰	0					66	9.0

DRESSED HOGS.

Hogs, heav	у												@15.00
Hogs, 180													@15.00
Pigs. 80 lb													@15.00
Pigu, 80-14	0 lbs.							•	•		•		@15.00

DRESSED BEEF.

CITY DRESSED.	
common to fair	622
	native heavy

Native steers, 600@800 lbs	6022
Good to choice beifers	@19
Good to choice cows	@16
Common to fair cows11	@13
From bologna bulls	@11

BEEF CUTS.

	Western.	City.
No. 1 ribs	.26 @28	28 6230
No. 2 ribs	.24 @25	25 @26
No. 3 ribs	.22 @23	22 @24
No. 1 loins	.32 @34	@84
No. 2 loins	.30 @32	@32
No. 3 loins	.28 @30	@28
No. 1 hinds and ribs		25 @29
No. 2 hinds and ribs		23 @24
No. 3 hinds and ribs		21 @25
No. 1 rounds		10 @20
No. 2 rounds	.17 @19	@18
No. 3 rounds	.16 @18	@17
No. 1 chucks	.16 @17	17 @19
No. 2 chucks	.14 @15	@16
No. 3 chucks		14 @13
Bolognas	.10 @11	11 @12
Rolls, reg., 6@8 lbs. a	vg	22 @23
Rolls, reg., 4606 lbs. a	Vg	17 @18
Tenderloins, 466 lbs. a	VE	
Tenderloins, 5@6 lbs. a	vg	65 @73
Shoulder clods		
		_

DRESSED VEAL AND CALVES.

-			~~~		-		-	•	-	 -		•		•	-	-	•		-
Prime	Y	eal								 								.26	@28
Good	to	ch	oice	ver	11					 	٠							.22	@25
Med.	to	ec	mmo	3 1	rea.	1.				 								.15	@21
Good	to	e	hoice	CE	lve	8				 								.18	@22
Med.	to	CO	mmon	C	alve	89				 	۰							.14	@18
Med.	to	CO	mmon	CI	rive	89				 	0		•					.14	@

DRESSED SHEEP AND LAMBS.

Lambs,	prime			 																	5	25			
Lambs,	good .		9						 				۰	0							2	13	6		
Sheep,	good			0	٠					۰	۰			4			۰	۵			3	ц	6		
Sheep,	mediun	1										. 4	1.4		۰	٠		9	. 4	19		7	- 63	/10	0

FRESH PORK CUTS.

Pork loins, fresh, Western, 10@12 lbs25	@26
Pork tenderloins, fresh	@55
Pork tenderloins, frozen	@50
Shoulders, city, 10@12 lbs. avg19	@20
Shoulders, Western, 10@12 lbs16	@17
Butts, boneless, Western24	@25
Butts, regular, Western21	@22
Hams, Western, fresh, 10@12 lbs. avg.19	@20
Hams, city, fresh, 6@10 lbs. avg26	@27
Picnic hams, Western, fresh, 6@8 lbs.	-
average14	@15
Pork trimmings, extra lean18	@19
Pork trimmings, regular 50% lean15	@16
Anaroriba, fresh	@16

SMOKED MEATS.

Hams, 8@10 lbs. avg26	@2
Hams, 10@12 lbs. avg	@2
Hams, 12@14 lbs. avg24	@2
Picnics, 4@6 lbs. avg	401
Picnics, 6@8 lbs. avg	401
Rollettes, 8@10 lbs. avg	4601
Beef tongue, light30	@3
Beef tongue, heavy34	@3
Bacon, boneless, Western	62
Bacon, boneless, city20	@2
	@1

Fresh steer	tongues	137	itri	mmed.	 26c	a pound
Fresh steer					40c	a pound
Sweetbreads.	beef .				 70c	a pound
Sweetbreads					1.00	a pair
Beef kidney						a pound
Mutton kidn	еув					each
Livers, beef	******				 37c	a pound
Oxtails						a pound
Beef hangin						a pound
Lamb fries					 10c	a pair

DIMONIPOR DAG

		1	P	1	U	1	L	•	9	E	1	1	ď	ш	6	,		•	E	•	å	ě		•				
Shop fat .																											%	
Breast fat																										0	2	
Edible sue	t																									0 4		
Cond. suet	,								•														٠			@ 2	1%	
			_		_	_		_	_								_	-				_						

GREEN CALFSKINS.

	5-9	914-1214	121/3-14	14-18	18 up
Prime No. 1 v	veals18	2.00	2.10	2.30	3.20
Prime No. 2 v	reals16	1.80	1.85		2.95
Buttermilk No.				1.95	***
Buttermilk No.				1.70	****
Branded Gruby				1.10	1.50
Number 3	6	.60	.65	.80	.90

BUTTER.

Creamery.	extra (92 mcore)	@40
Creamery,	firsts (88 to 89 score)335	4@35
Creamery,	seconds (84 to 87 score)31	@33
Creamery,	lower grades293	4@304

EGGS.

		colors.)	
Firsts			
Checks			@17

LIVE POULTRY.

Fowls,	colored, Leghorn,	fancy.	via :	express	.25	@27
Fowls,	Leghorn,	fancy	, vis	express	.18	

DRESSED POULTRY.

FRESH KILLED.								
Fowls-free	b-	dry	Di	cked	-	2 to be	x-fair	to good
Western,	60	to	65	lbs.	to	dozen,	lb25	@27
Western,	48	to	54	lb.	to	dozen.	lb21	@23
Western,	43	to	47	Iba.	to	dozen.	lb 20	@21
Western,								
Western,								

Fowls-free	h-	dr	r pl	kd	-12	to box-	-prime	to for
Western,	60	to	65	lbs.	to	dozen.	lb28	@29
Western,	48	to	54	lbs.	to	dozen,	1b	@24
Western,								@22
Western,	36	to	42	lbs	.to	dozen.	1b	@21
Western,	30	to	35	lbs.	to	dozen,	1b	@20
Ducks-								
Long Isl	and.	7	Zo.	1				@21

White, t	fres	h, 1	18 1	to bo	x, pr	ime to	fano	y:
Broilers,								
Fowls, from	zen-	-dr	y p	kd	12 to	box-p	rime	to for
Western,	60	to	65	lbs.,	per	lb	28	@29
Western,	48	to	54	lbs.,	per	lb	23	@24
Western,	43	to	47	lbs.,	per	lb	21	@22
					-			-

BUTTER AT FOUR MARKETS.

Wholesale prices of 92 score butter at Chicago, New York, Boston and Philadelphia, week ended October 16, 1980:

connect Tol The					
Sept. 10	11	13	14	15	16
Chicago361/2	37	Holiday	37	37	38
N. Y40	40	41	40	40	40
Boston40	40	66	40	40	40
Phila41	41	0.8	41	41	41

Wholesale prices carlots—fresh centralized but-ter—90 score at Chicago: 34½ 34½ Holiday 34½ 34½ 35½ Receipts of butter by cities (tubs):

	Wk. to Oct. 16,		Last year.	-Since 1930.	Jan. 1.— 1929.
Chicago. N. Y	43,174		53,360	2,632,492 2,987,554	3,037,068
Boston Phila		$9,185 \\ 10,923$	10,395 $13,547$	897,918 898,344	1,019,021 956,752

Total 79,547 94,771 104,399 7,416,308 7,742,121 Cold storage movements (lbs.):

Total ...219,833 629,867 54,341,864 59,801,754

FERTILIZER MATERIALS. BASIS NEW YORK DELIVERY.

Ammoniates.

Ammonium sulphate, bulk, per 100 lbs. ex vessel Atlantic and Gulf	
ports\$ @ 1.80	
Ammonium sulphate, double bags,	
per 100 lb. f.a.s. New York @ 1.70	
Blood, dried, 15-16% per unit @ 3.40	
Fish scrap, dried, 11% ammonia, 10%	
B. P. L. f.o.b. fish factory 4.00 & 10c	
Fish guano, foreign, 13@14% ammo-	
nia, 10% B. P. L	
Fish scrap, acidulated, 6% ammonia.	
3% A. P. A. f.o.b. fish factory 3.50 & 50c	
Soda Nitrate in bags, 100 lbs. spot @ 2.02	
Tankage, ground, 10% ammonia,	
15% B. P. L. buik	
Tankage, unground, 9@10 ammo, 3.10 & 10c	

Phosphates.	
Foreign bone meal, steamed, 3 and 50 bags, per ton, c.i.f Bone meal, raw, 4½ and 50 bags, per ton, c.i.f Acid phosphate, bulk, f.o.b. Baltimore, per ton, 16% flat	@24.00 @28.50 @ 9.00
Potash	

	Beat.		
	unground	8	.90

BONES, HOOFS AND HORNS.

N	
Round shin bones, avg. 48 to 50 lbs., per 100 pieces	95.00@125.00
Flat shin bones, avg. 40 to 45 lbs.,	a laterana
per 100 pieces	45 000 50 00
White hoofs, per ton	@ 70.00
Thigh bones, avg. 85 to 90 lbs., per	
Horns, according to grade	

Lincoln Farms Products Corporation

Skins Bones

Office: 407 E. 31st St. NEW YORK CITY Phone: Caledonia 0114-0124

Factory: Fisk St., Jersey City, N. J.

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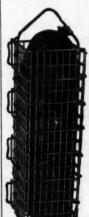


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One Piece-Quick Operating Square Molds

Appearance and uniformity add profit to your Sausage Department.

These molds are made in one piece. There are no pins or other parts to lose. You will find them efficient and quick in operation, firmly closed with a patented clasp.

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Sizes of Molds

No. 575—4 x4 x14" long No. 578—3 x3 x14" long No. 576—3½x3½x14" long No. 579—4 x4 x12" long No. 577-3 x4 x14" long No. 580-31/2 x31/2 x12" long

United Steel & Wire Co.

62 FONDA ST.

BATTLE CREEK, MICHIGAN

"Maforco" Galvanized Shelving

Gives you the most satisfactory storage at an exceptionally low



MAIN FEATURES:
Shelves adjustable
and removable
Self-supporting
Slatted construction
increases circulation
Saves space by fitting
snugly into corners
Does not retain odors
and lasts indefinitely Write for our

MAIN FEATURES:

MARKET FORGE CO.
EVERETT, MASS.
Making Trucks and
Racks Since 1897

1% LESS

SHRINKAGE FOR . . . MEAT LOAF BAKERS

The reduction in the loss from shrinkage alone has paid for many a McDonald Made Meek Reel meat loaf oven. Packers-the largest in the industry-report a saving of 10 per cent in shrinkage through the use

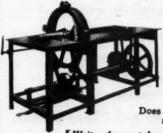


of this remarkable reel oven. Standard sizes are manufactured to meet the requirements of the large or small meat loaf baker. Capacities range from sixty-four 5-lb. meat loaves per baking to 368 5-lb. loaves per baking. Write for complete information and for illustrated literature.

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Loin Roll Wrapping Machine

Indispensable

For winding twine around Pork Loins Does the work faster, better and more uniform.

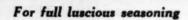
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Slate stapled to hardwood frames instead of nailed, which doubles the strength of the box. Smooth inside—no cleats or corner posts. All corners reinforced with heavy irons. Sanitary and satisfactory in every respect.

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parchment lined

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SERVICEABILITY



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Tell us your requirements. We will be pleased to advise the most desirable styles for your exact needs.

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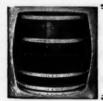
An easily cleaned, well constructed mould.

Some features are: Pure ingot aluminum, new spring construction, reinforced body, etc.

Wide lugs prevent side mo-tion of cover, assuring evenly moulded ham. assuring

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Superior Brass Foundry, Waterloo, Iowa



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Bott Bros. Mfg. Co. Warsaw, Illinois Write for Prices and Delivery

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Sausage, Fresh Meat, Tripe, etc.

Made of everlasting Virginia White Cedar, the best known wood for resisting the action of brine. Although light they are very strong and durable, being bound with electric welded wire hoops—Galvanized. Have non-breakable wrought steel handles, which are securely riveted on the tubs. The bottoms are of flush type with hard wood runers, fastened with rust proof bolts. ners, fastened with rust proof bolts.

Can be purchased at Butcher Supply He

(Size) Number 0 00 1 2
Weight, each (ibs.) ... 29 28 22 16
Inside top diam, (ins.) 28 23½ 24 21½
Inside bottom diam.
(ins.) ... 25½ 20 21½ 19½
Inside depth (ins.) ... 13½ 12½ 11½ 10
Capacity in gallons ... 33 22 20 15

Richmond Cedar Works

NOTE: We also make hardwood Lard Tubs and Pails in all sizes.

Manufacturers for 56 years Richmond, Virginia

The Stockinet Smoking Process

Saves Labor, Trimmings, Shrinkage

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None COOKED HAMS Better

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Murvel Brand Hams and Bacon are pop-niar because their davor is unsurpassed—and their price is reasonable,

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For sale, small plant, including barn and dwelling, 36 acres land, railroad siding and artesian well. Ideally located, near Boston. Modern equipped for packing and rendering; now being operated. Attractive price. FS-347, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

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For sale, horse reduction plant and dog canning unit at Gallup, New Mexico. For price, write Southwest Reduction Company, Petaluma, Calif.

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For sale, eight 4 ft, x 9 ft. Mechanical Mfg. Co. lard rolls, complete with scraper knives, picket troughs and all parts. Arranged for belt drive. Excellent condition. Priced very reasonably. FS-345, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

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For sale, Gruendler hasher and 10 ft. washer, 15 h.p. A.C. motor, all one unit. Excellent condition. Price, \$650 f.o.b. car Columbus, Ohio. Apply The Columbus Rendering Co., Columbus, Ohio.

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For sale, one 1½ ton capacity Remington ice machine; 3-h.p. motor, single phase, full automatic, self-contained in one unit, thermostatic control. Original cost \$1150. All for \$350 f.o.b. Wilmington, cars crated. Down payment \$50; \$50 per month. Apply Hearn Bros. Market, Concord Ave. and Washington, Wilmington, Del.

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Position wanted by working sausage foreman with 15 years' experience. Can handle help. Willing to consider trial with reliable concern. P. O. Box 827, Richmond, Va.

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A-1 sausagemaker wishes steady position with small concern. Specialize in all kinds of ham and meat loaves, also summer sausage and salami. Can produce high-grade products. Excellent references. Willing to go anywhere. W-350, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

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Superintendent
Position wanted by superintendent with
30 years' practical packinghouse experience; 14 years with small packer, 16 years
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smoking, tank house, dry or wet system.
Well posted on B. A. I. regulations. Efficient and economical operations of your
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Expert German sausagemaker with 20 years' experience desires position. Able to produce quality goods. Good, steady, reliable, married man. Age, 38. Excellent reference. Willing to go anywhere. W-346, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

Sausage Foreman

First-class sausagemaker with 28 years First-class sausagemaker with 28 years' practical experience in manufacturing high-grade fresh and summer sausage of all kinds, under guarantee, wishes steady position as foreman. Specialist in the finest delicatessen and meat loaves. Salary \$75 weekly. Best references. W-342, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

Equipment Wanted

Trimming Tables

Wanted, two trimming tables approximately 14x4 and 16x4. Must be in good condition and pass B. A. I. in-spection. Address Frank and Company, Milwaukee, Wis.

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Position Wanted

Sausagemaker

Experienced sausagemaker desires posi-tion in large or middle-sized plant. Good on fancy and common products. Can handle help and figure cost. Willing to go anywhere. W-337, The National Pro-visioner, 407 S. Dearborn St., Chicago, Ill.

Packinghouse Superintendent

Position wanted by packinghouse superintendent with 25 years' experience all departments: livestock, slaughtering, beef and pork cutting, oil refining, tanking, poultry foods, etc. Steady, hard worker. Middle-aged: married. W-338, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

General or Sales Manager

Thoroughly experienced packinghouse man is interested in making connection as general or sales manager with independent packer. Thorough practical plant, beef, fresh pork, and provision man with years of experience. Now successfully producing results. W-343, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago, Ill.

Men Wanted

Beef Salesmen

Wanted, two real packinghouse salesmen for northern Indiana territory. Must know beef and how to sell it. Must be able to produce good selling records. Big opportunity to connect with fast growing concern. State age and salary expected. W-348, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

Sausagemaker

Wanted, A-1, middle-aged, German sau-sagemaker and all-around butcher. One who is congenial and not afraid of work. Small investment required in fast grow-ing establishment. W-349, The National Provisioner, 467 S. Dearborn St., Chicago, III.

Casing Salesman

Wanted, salesman with brains and personality. Very liberal drawing account against commission. Excellent permanent hookup for right man. Write stating qualifications fully. W-351, The National Provisioner, 407 S. Dearborn St., Chicago, Ill.

Sausagemaker

Manufacturer of meat products wants sausagemaker with wide experience in producing high quality sausage. Must have executive ability and qualifications which will lead to foremanship. Give age, reference and full particulars. W-336, The National Provisioner, 295 Madison Ave., New York, N. Y.

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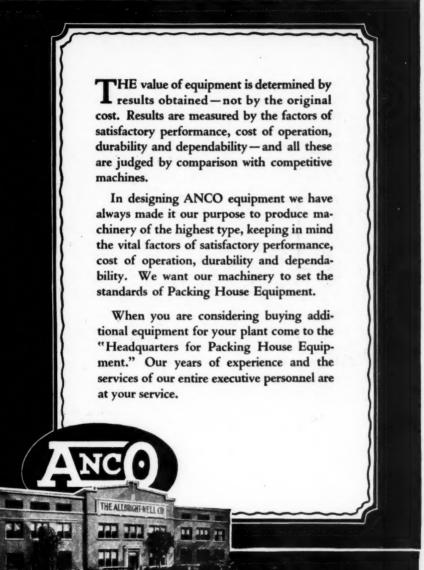
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